



ICANN
Whole of Board Appraisal
24 November 2010

Areas covered in the feedback

This feedback is designed to provide clear specific information about the perceived areas of strength and development needs in the areas considered critical for the board.

This report covers the following topics:

- Role
- Meetings
- Purpose
- Stakeholders
- Conformance
- Performance
- Management and board
- Culture
- Capability
- Overall

Feedback is based on the following scale:

Don't know or N/A ratings are reported separately in text form at the top of each question graph

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Somewhat disagree
- 4 = Neither disagree or agree
- 5 = Somewhat agree
- 6 = Agree
- 7 = Strongly agree

Four Pillars Analysis



This Chart provides a high level view of the ratings from your Whole of Board questionnaire across four dimensions: **purpose, conformance, performance and culture**. These dimensions are otherwise known as “The Four Pillars of Effective Board Governance”, from the Institute of Directors in New Zealand (Inc) publication: “Principles of Best Practice for New Zealand Directors”.

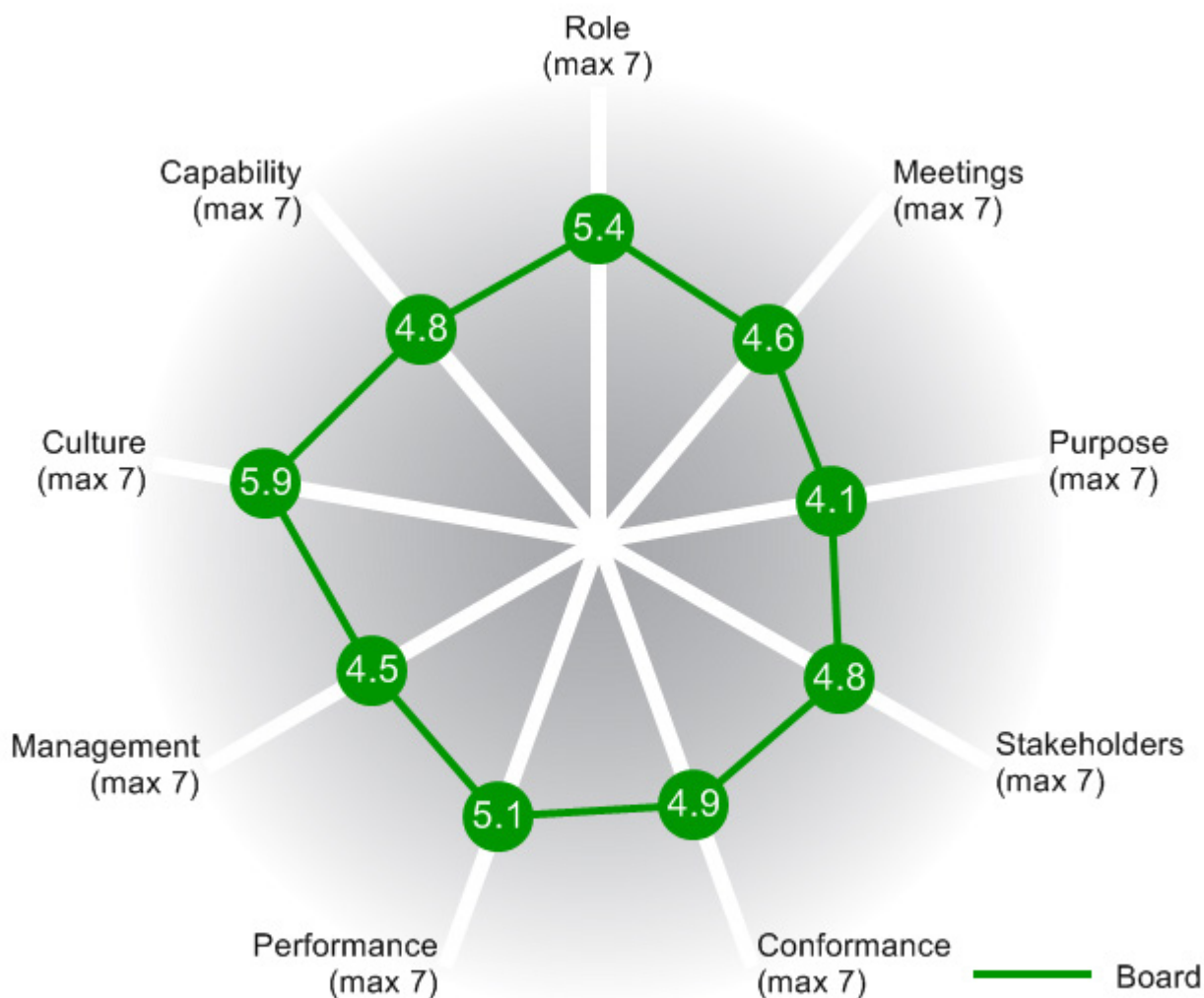
Each of the four dimensions takes data from a different part of the questionnaire in order to provide a snapshot of the balance of the Board’s current activities and performance levels. **Purpose** is the average rating from the “Purpose” and “Stakeholder” sections; **Conformance** is from the “Conformance” section; **Performance** is from the “Performance” and “Management and Board” sections; and **Culture** is from the “Culture” section. You can examine the underlying data by looking at the detailed reports under the same section names.

While Boards should aim for high ratings in all dimensions, this may only be achievable over the longer term.

A significant imbalance between ratings, for example a 6.0 for “Conformance” but 3.0 for “Purpose”, indicates that the Board is not adding sufficient value across a key dimension (in this case purpose, or strategy) and may not currently have the processes or expertise necessary to do so. This may require action and the detailed reports should provide guidance as to what to focus on. The shape of the graph therefore provides a useful pointer to potential improvement.

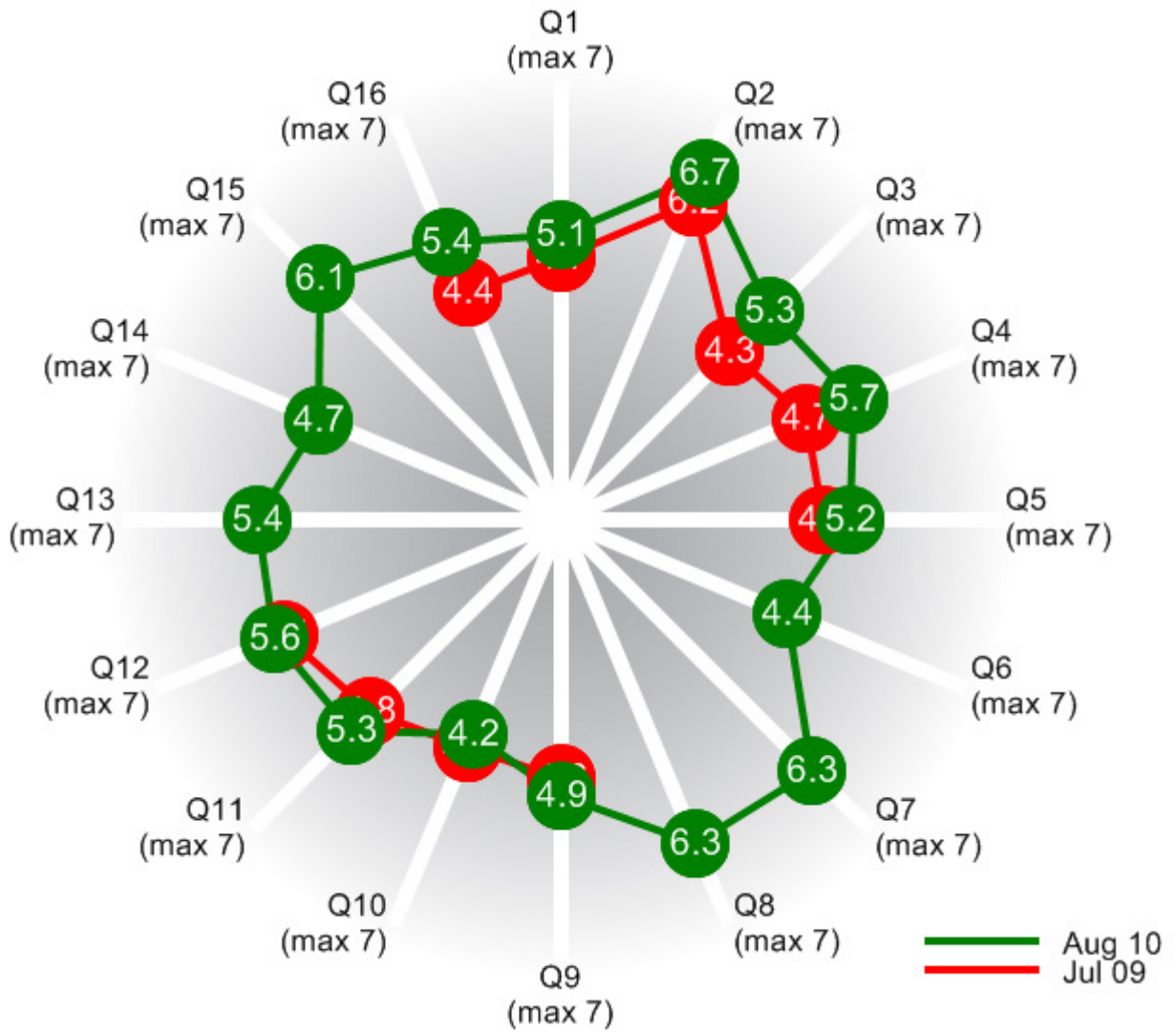
Data will accumulate from successive surveys to show how each Board’s balance is moving over time and against the benchmark of other New Zealand organisations using BetterBoards.

Average Rating by Section

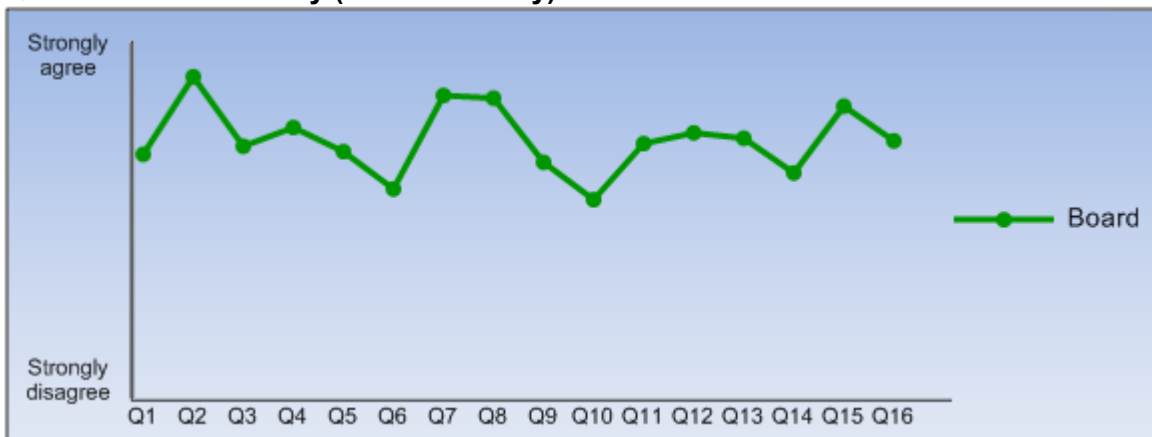


Role

Question Set Summary (Board only)

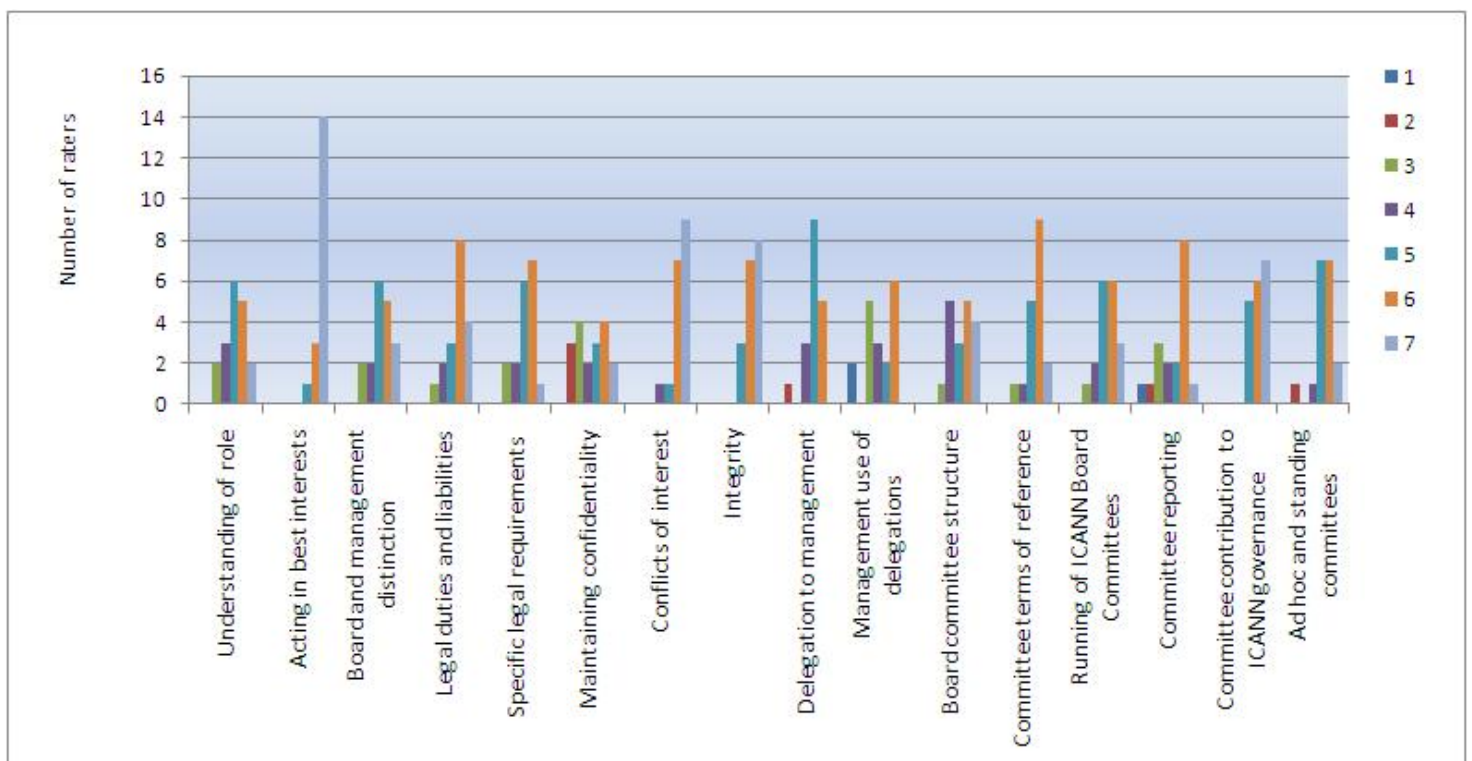


Question Set Summary (current survey)

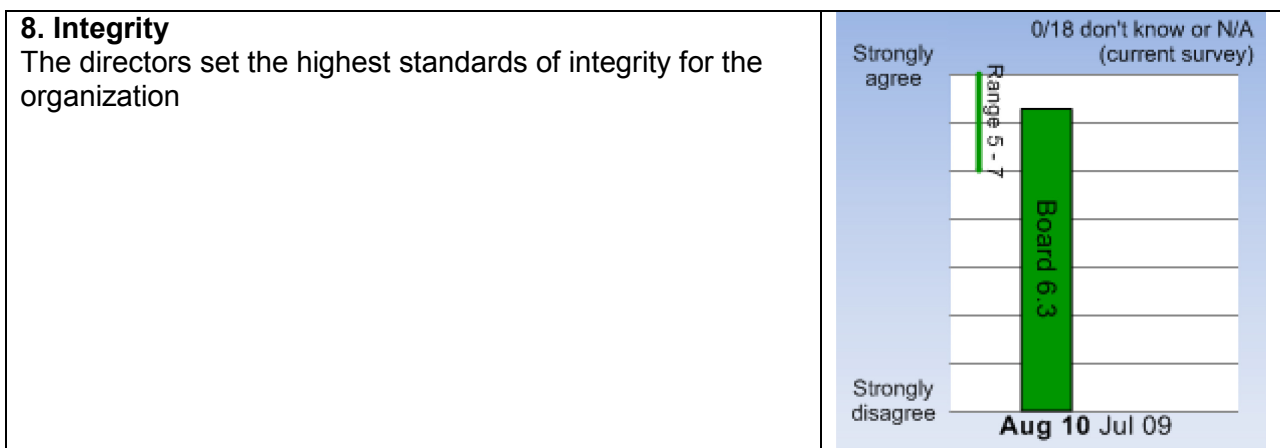
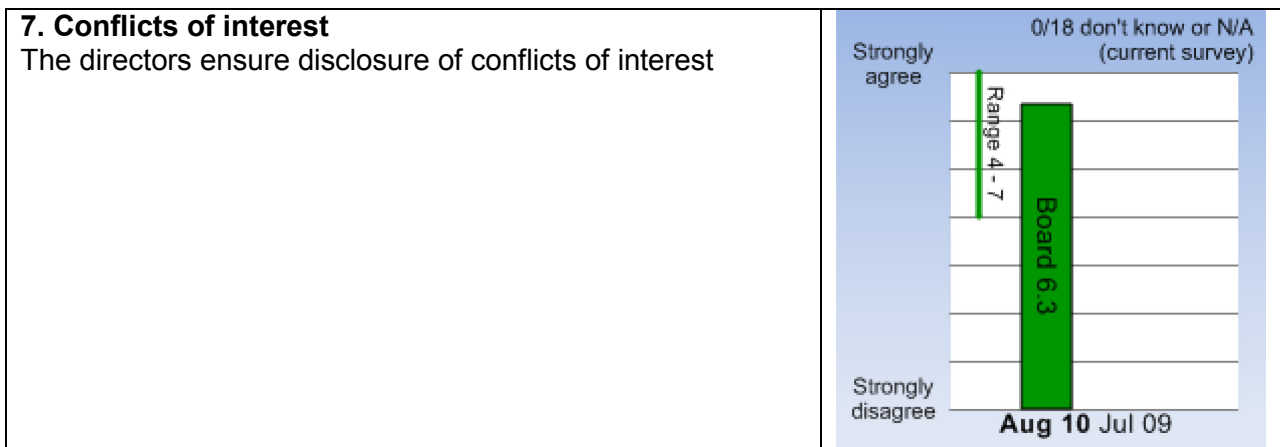
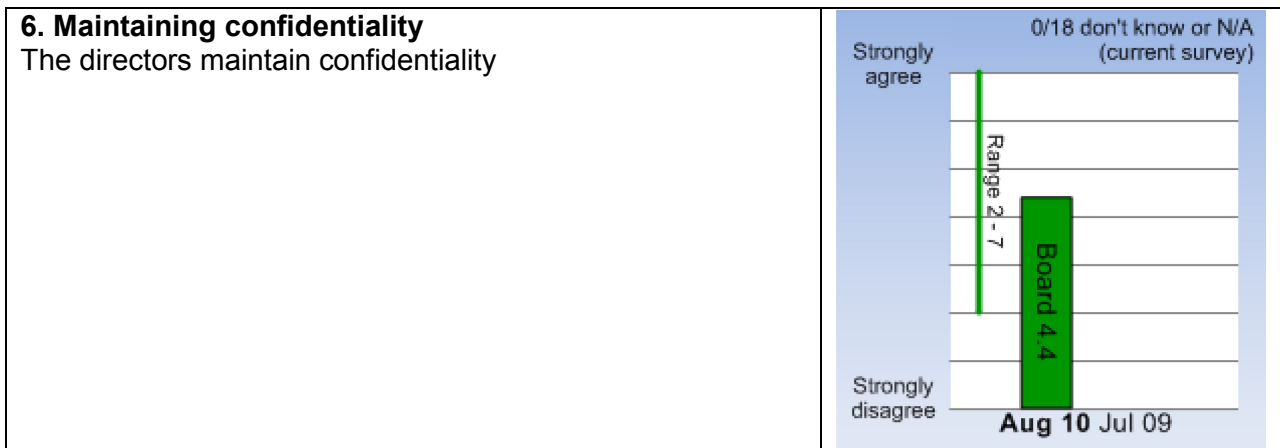
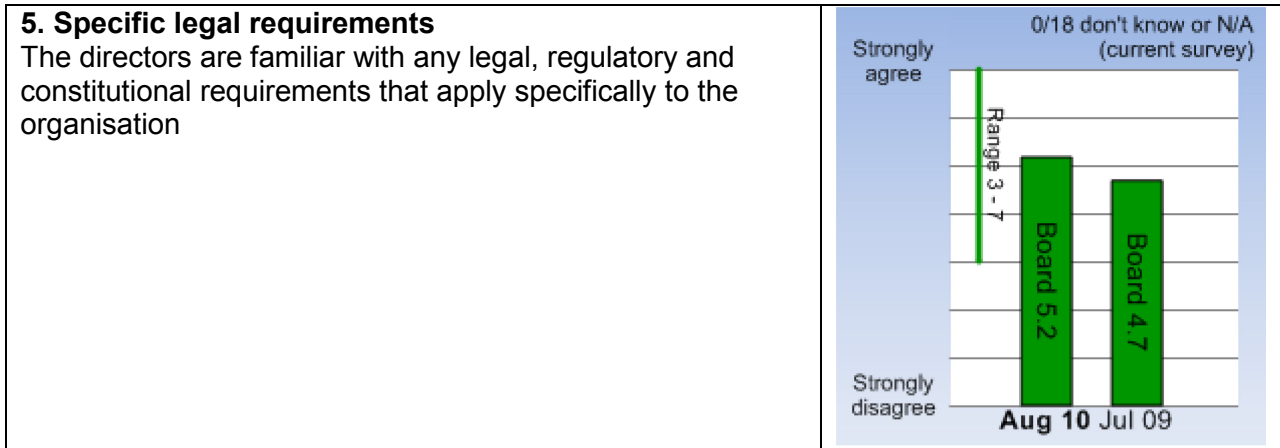


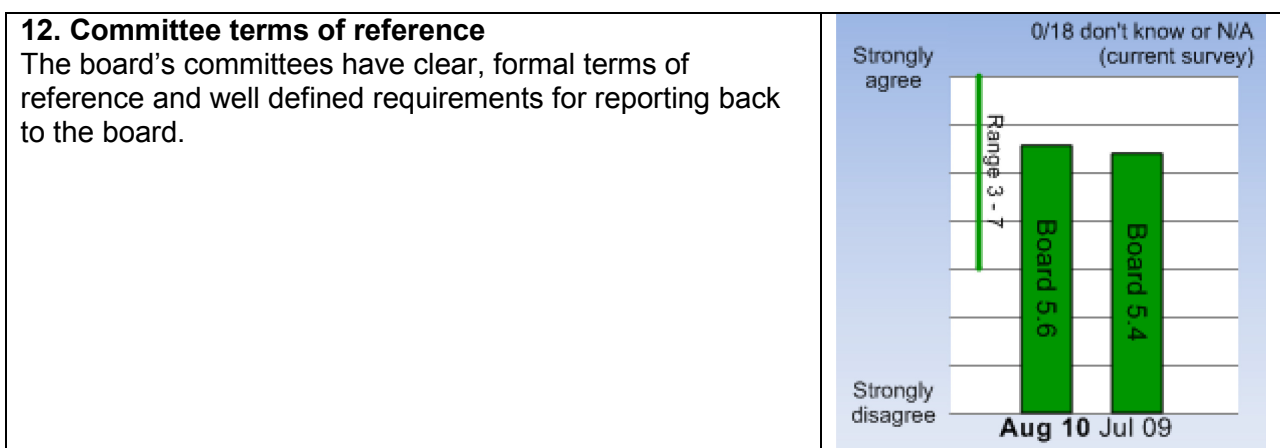
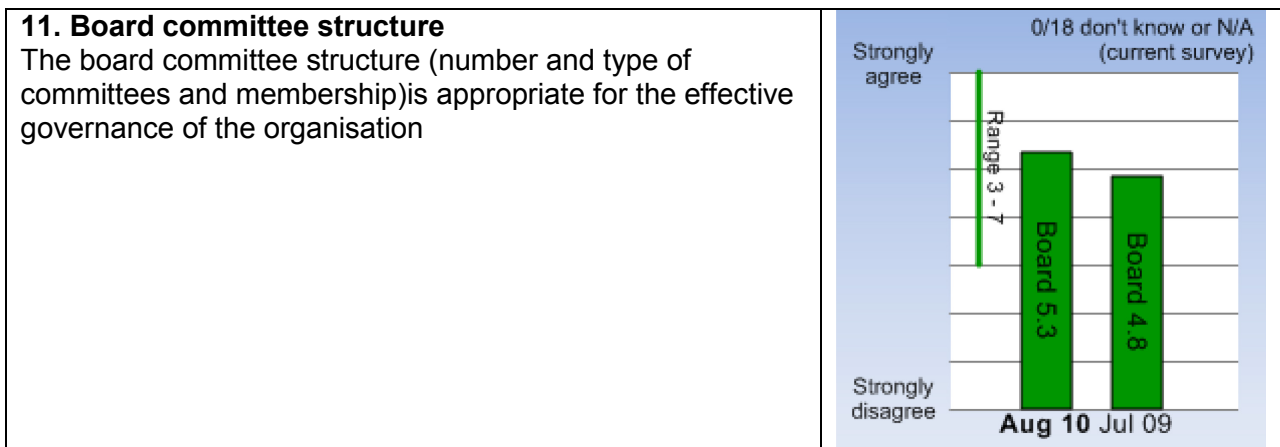
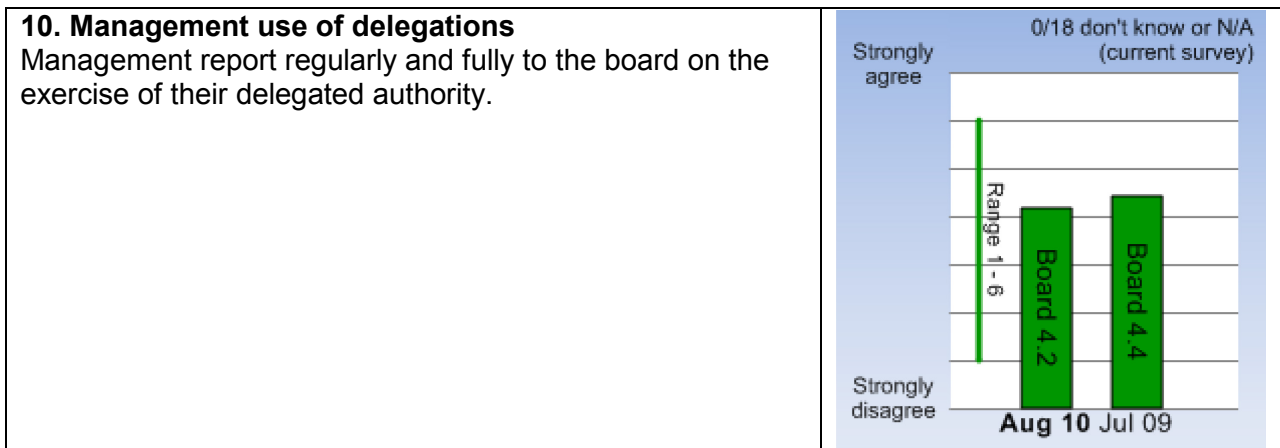
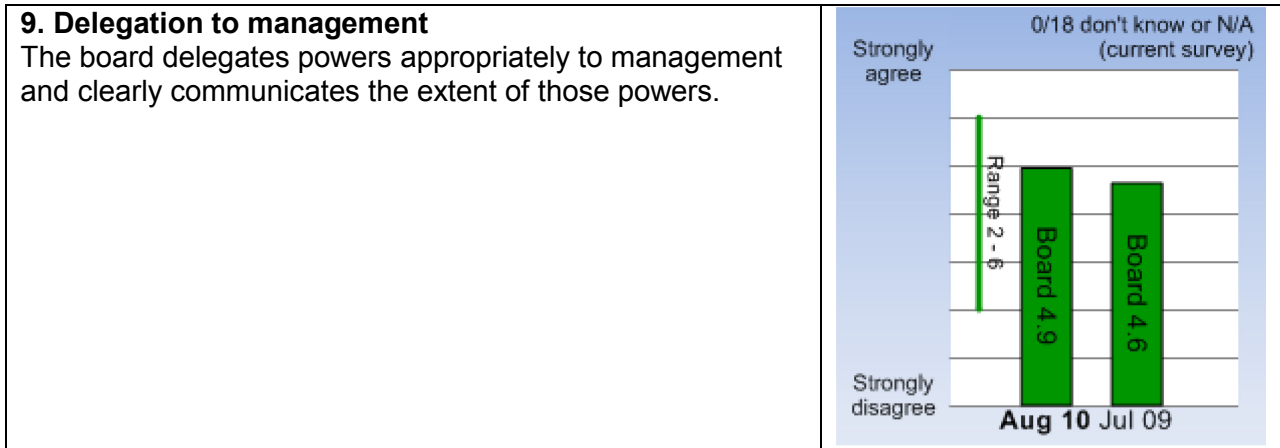
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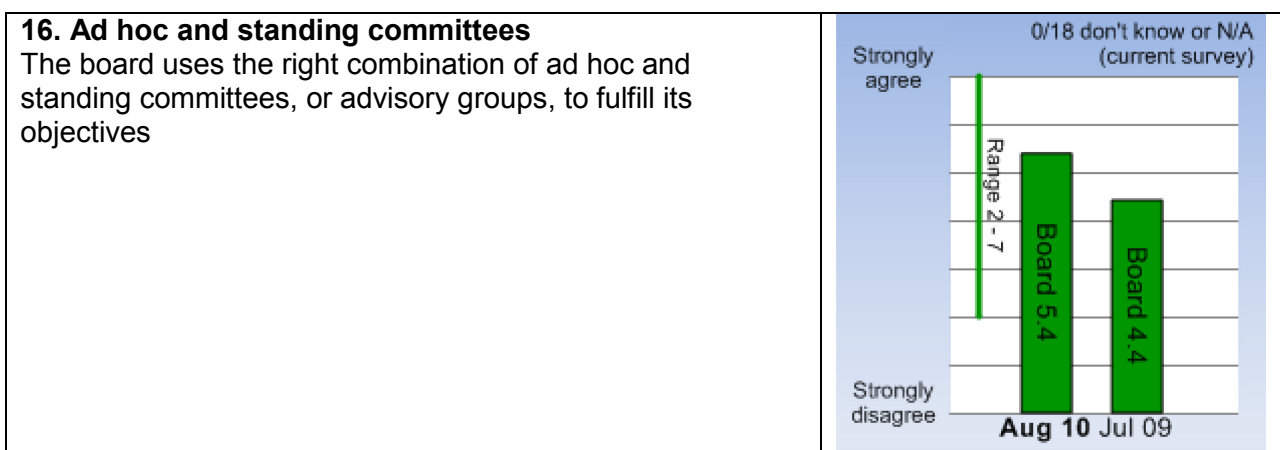
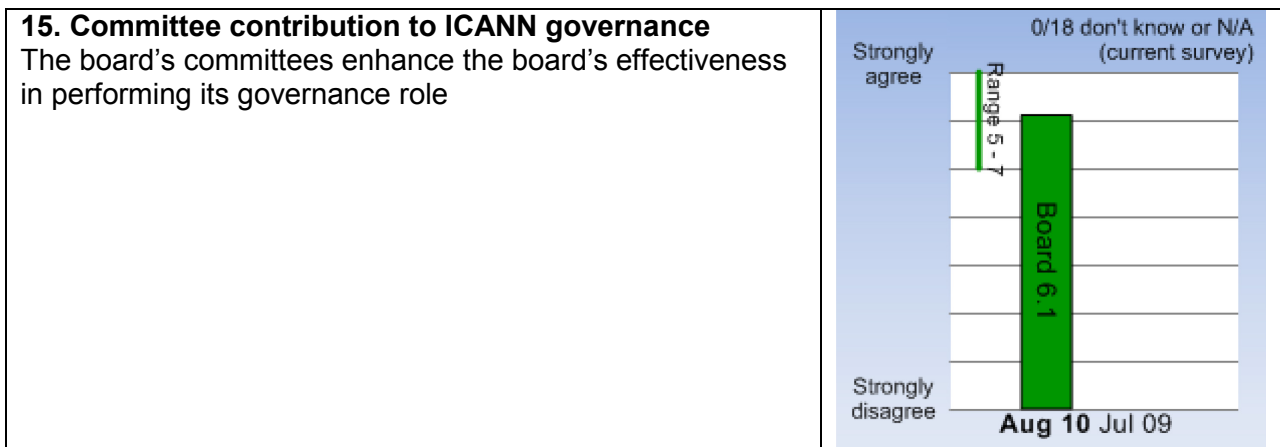
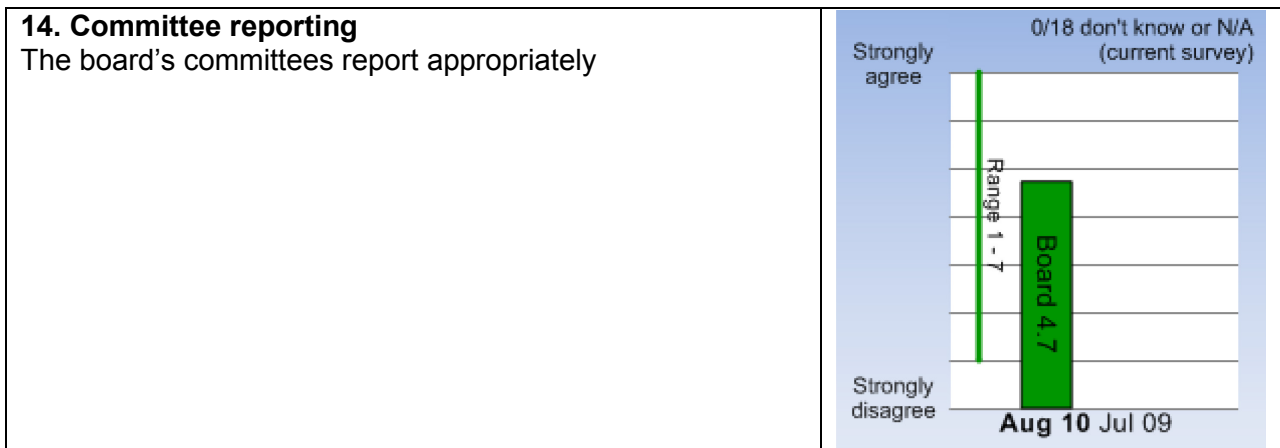
| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|--|-----------|---|---|---|---|---|---|----|-------|--------|--------|------|------|
| 1 | Understanding of role | | | | 2 | 3 | 6 | 5 | 2 | 18 | 5.1 | 5.0 | 5.0 | 1.18 |
| 2 | Acting in best interests | | | | | | 1 | 3 | 14 | 18 | 6.7 | 7.0 | 7.0 | 0.57 |
| 3 | Board and management distinction | | | | 2 | 2 | 6 | 5 | 3 | 18 | 5.3 | 5.0 | 5.0 | 1.23 |
| 4 | Legal duties and liabilities | | | | 1 | 2 | 3 | 8 | 4 | 18 | 5.7 | 6.0 | 6.0 | 1.14 |
| 5 | Specific legal requirements | | | | 2 | 2 | 6 | 7 | 1 | 18 | 5.2 | 5.0 | 6.0 | 1.10 |
| 6 | Maintaining confidentiality | | | 3 | 4 | 2 | 3 | 4 | 2 | 18 | 4.4 | 4.5 | 3.0 | 1.72 |
| 7 | Conflicts of interest | | | | | 1 | 1 | 7 | 9 | 18 | 6.3 | 6.5 | 7.0 | 0.84 |
| 8 | Integrity | | | | | | 3 | 7 | 8 | 18 | 6.3 | 6.0 | 7.0 | 0.75 |
| 9 | Delegation to management | | | 1 | | 3 | 9 | 5 | | 18 | 4.9 | 5.0 | 5.0 | 1.00 |
| 10 | Management use of delegations | | 2 | | 5 | 3 | 2 | 6 | | 18 | 4.2 | 4.0 | 6.0 | 1.69 |
| 11 | Board committee structure | | | | 1 | 5 | 3 | 5 | 4 | 18 | 5.3 | 5.5 | 4.0 | 1.28 |
| 12 | Committee terms of reference | | | | 1 | 1 | 5 | 9 | 2 | 18 | 5.6 | 6.0 | 6.0 | 0.98 |
| 13 | Running of ICANN Board Committees | | | | 1 | 2 | 6 | 6 | 3 | 18 | 5.4 | 5.5 | 5.0 | 1.10 |
| 14 | Committee reporting | | 1 | 1 | 3 | 2 | 2 | 8 | 1 | 18 | 4.7 | 5.5 | 6.0 | 1.71 |
| 15 | Committee contribution to ICANN governance | | | | | | 5 | 6 | 7 | 18 | 6.1 | 6.0 | 7.0 | 0.83 |
| 16 | Ad hoc and standing committees | | | 1 | | 1 | 7 | 7 | 2 | 18 | 5.4 | 5.5 | 5.0 | 1.14 |



| | |
|--|---|
| <p>1. Understanding of role The directors have a shared understanding of the board's governance role and responsibilities</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.1</p> <p>Board 4.7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>2. Acting in best interests The directors act in what they believe to be the best interests of the organisation</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 5 - 7</p> <p>Board 6.7</p> <p>Board 6.2</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>3. Board and management distinction The directors clearly understand how their governance role differs from that of management.</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.3</p> <p>Board 4.3</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>4. Legal duties and liabilities The directors clearly understand their legal duties and personal liabilities.</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.7</p> <p>Board 4.7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



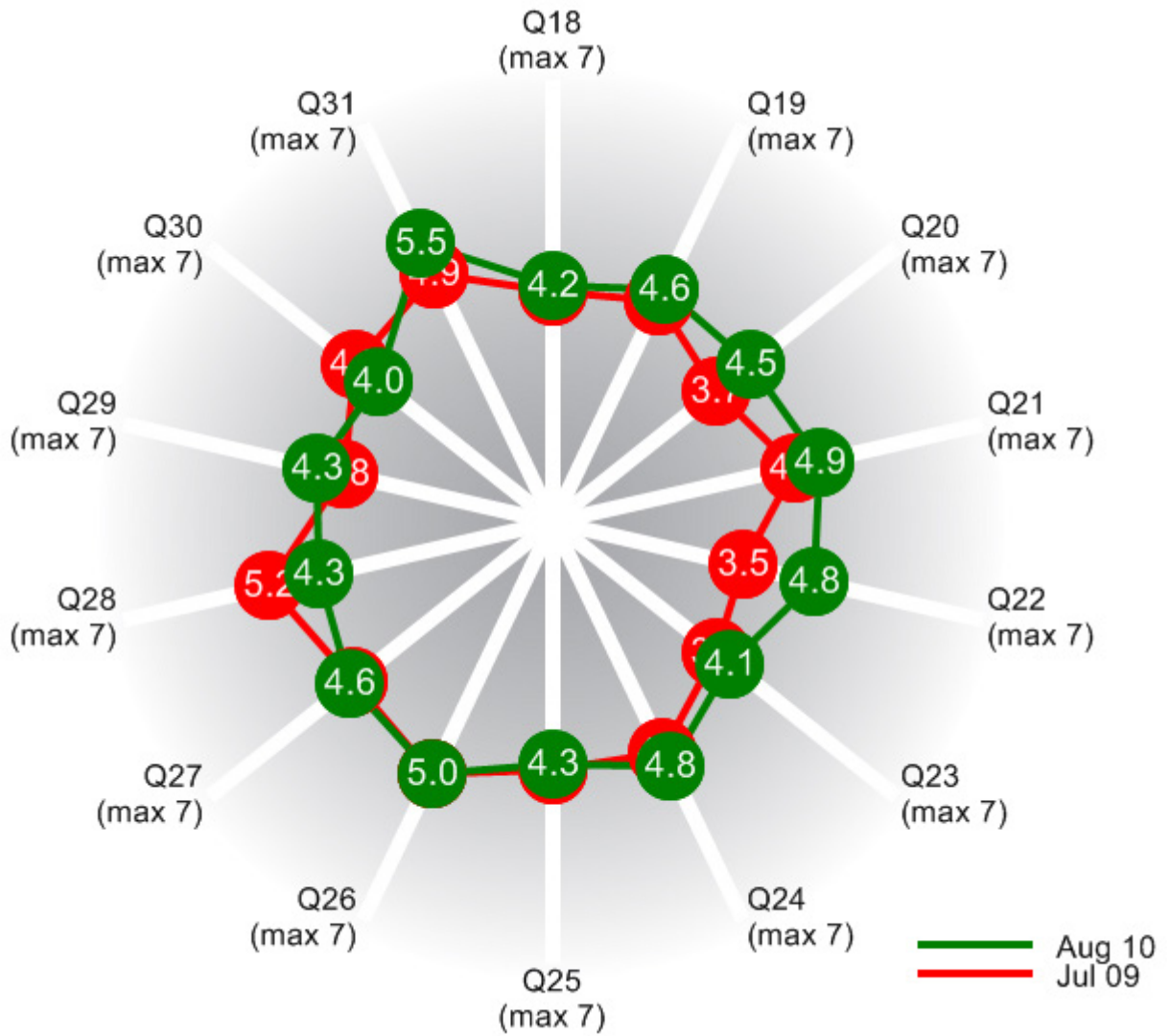




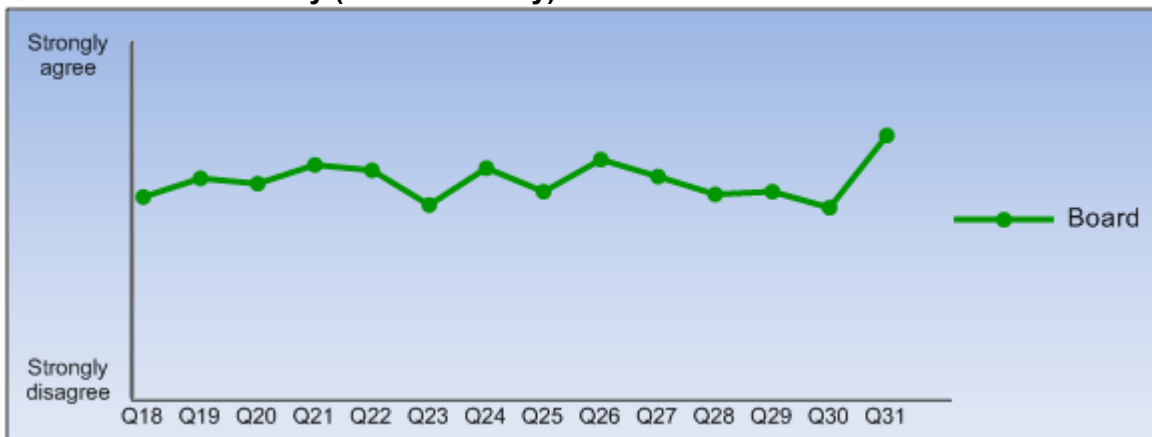
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Meetings

Question Set Summary (Board only)

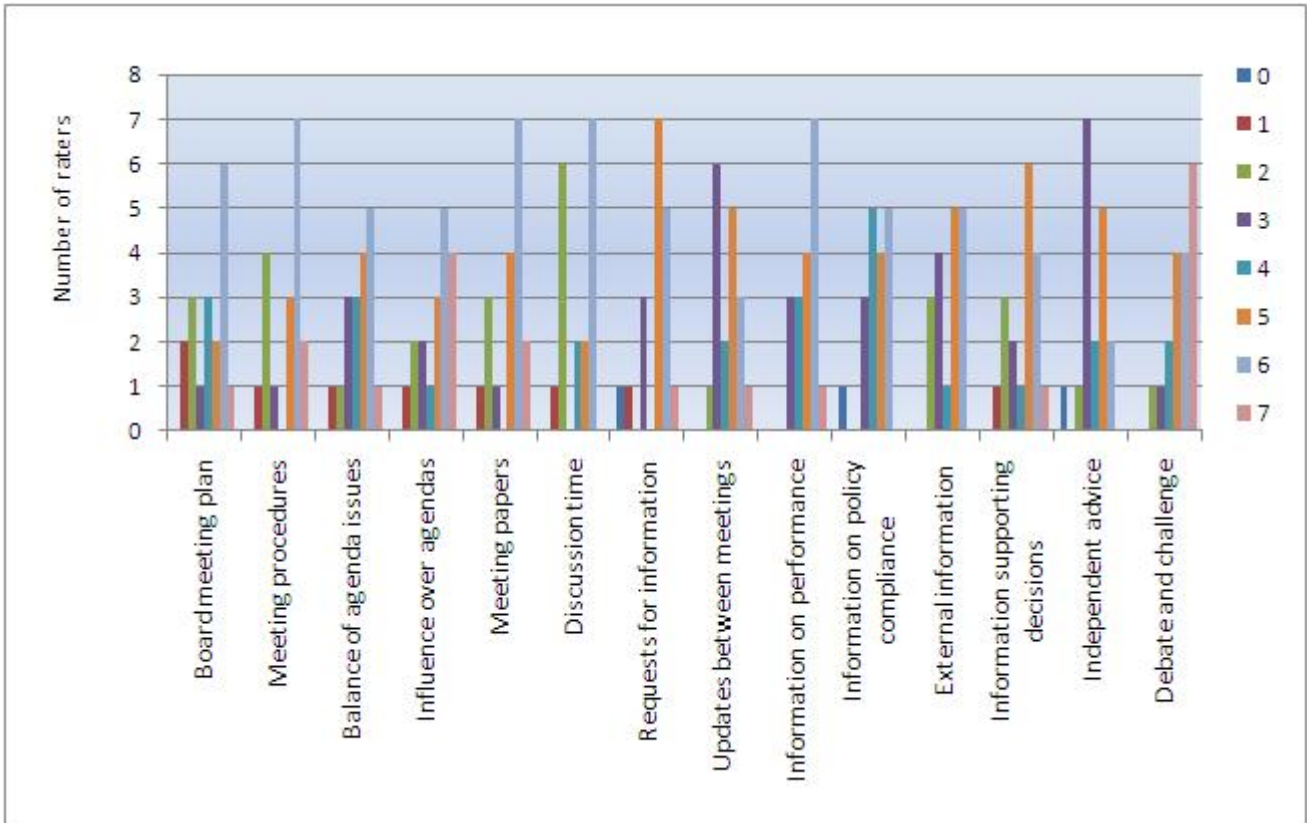


Question Set Summary (current survey)

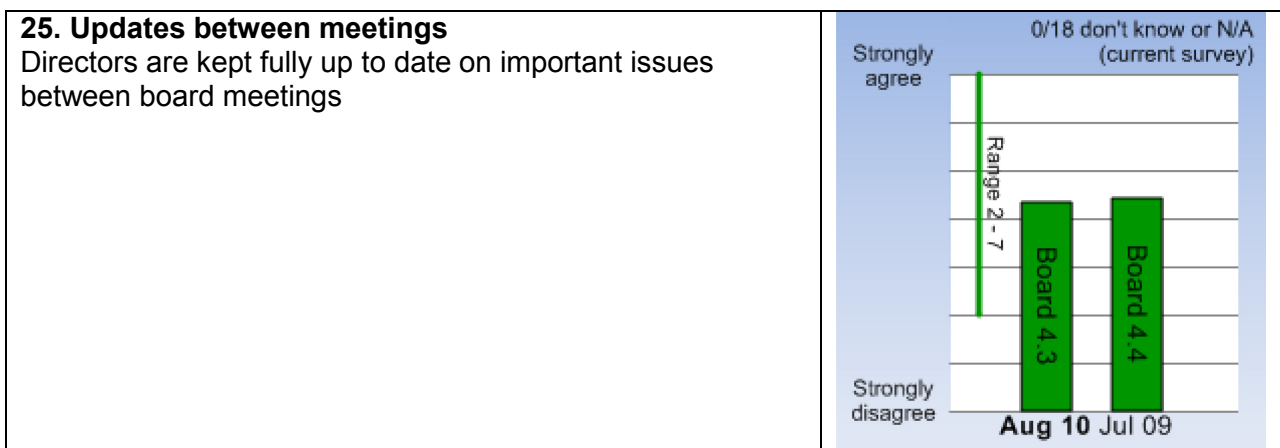
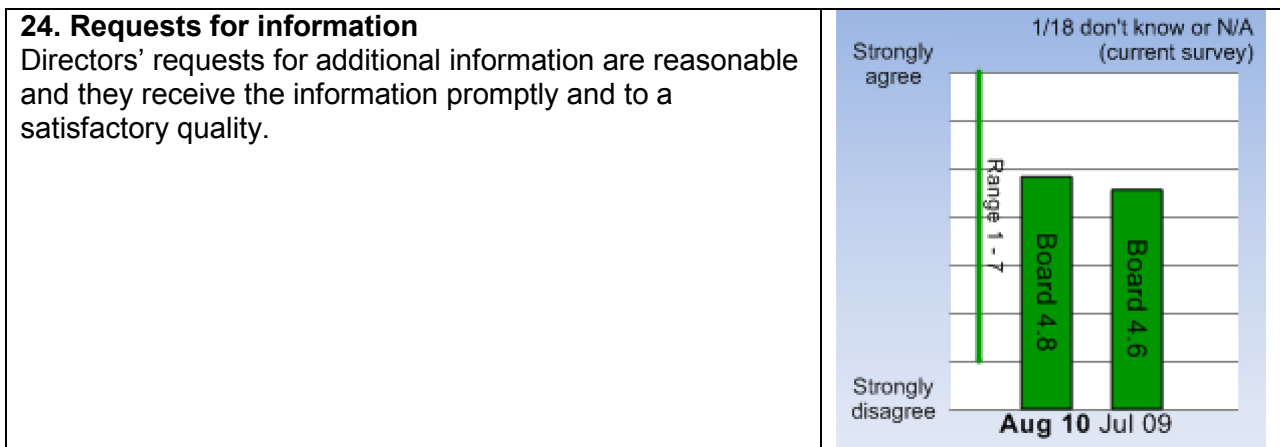
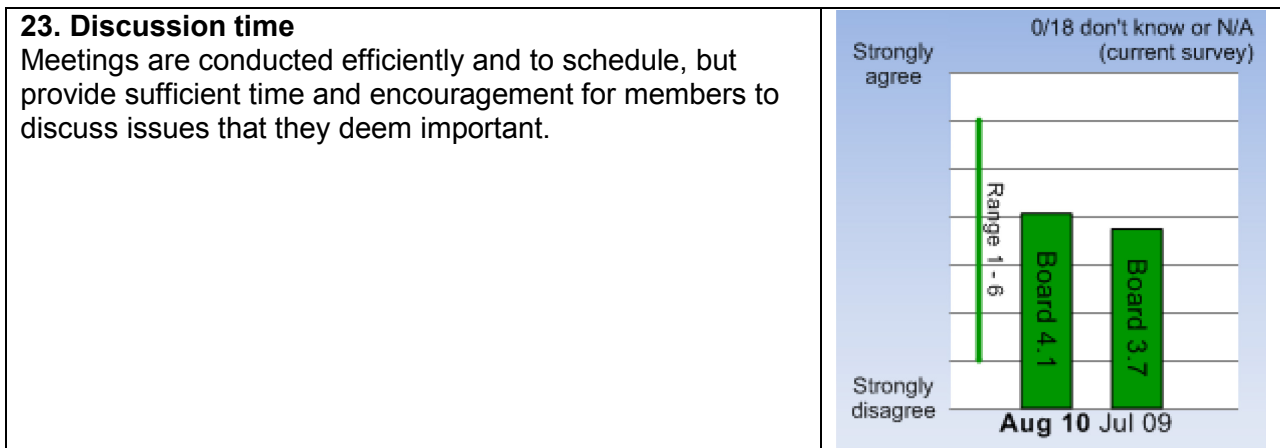
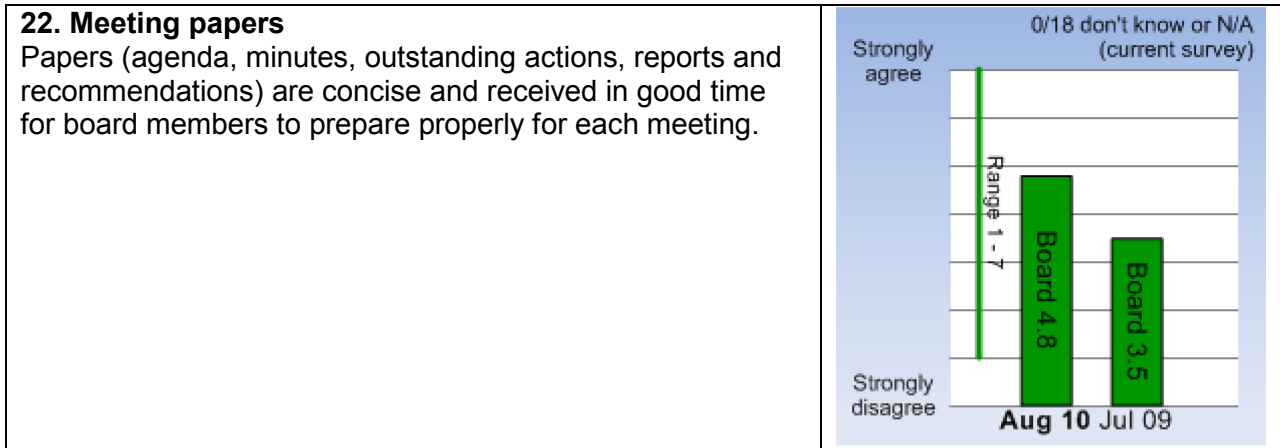


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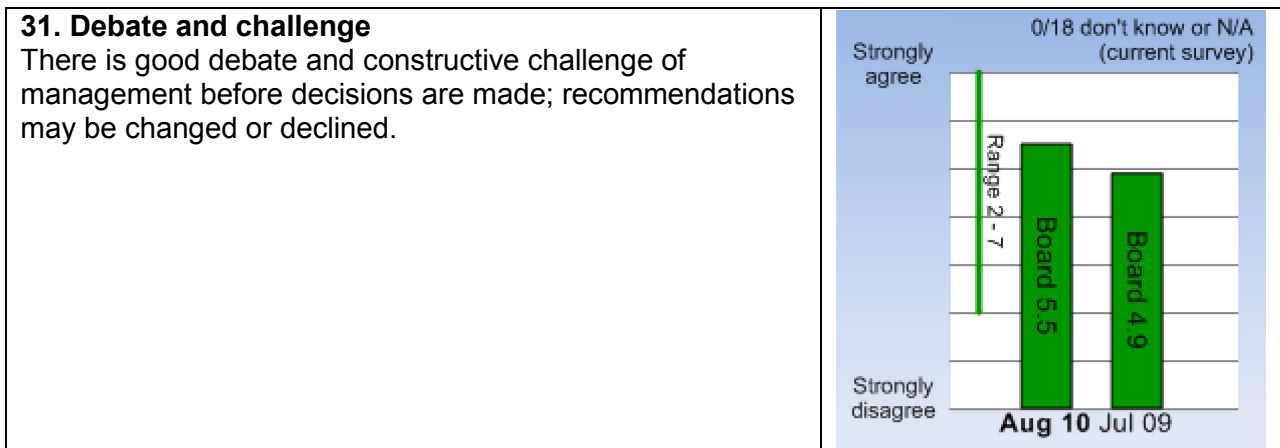
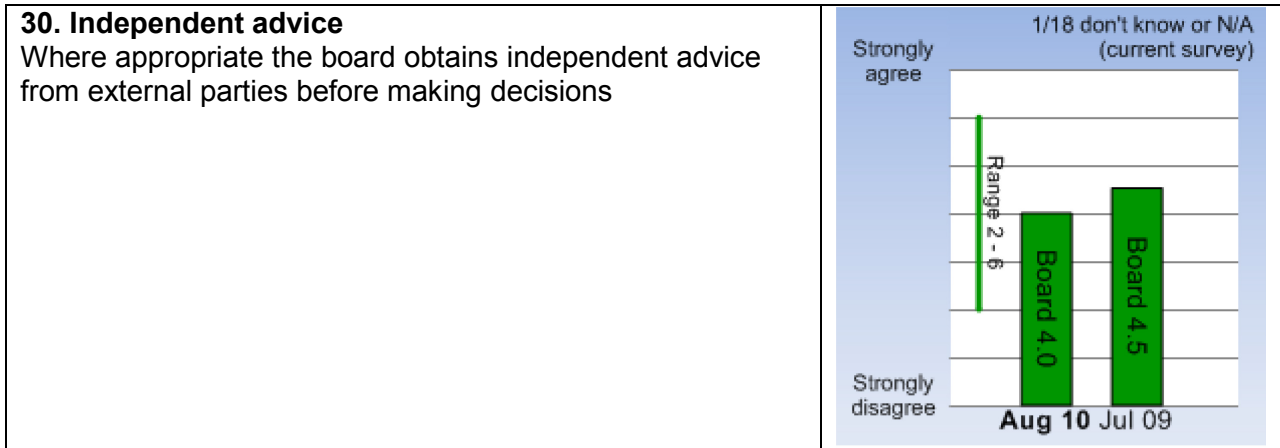
| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|----------------------------------|-----------------|---|---|---|---|---|---|---|-------|-----------|--------|------|------|
| 18 | Board meeting plan | | 2 | 3 | 1 | 3 | 2 | 6 | 1 | 18 | 4.2 | 4.5 | 6 | 1.96 |
| 19 | Meeting procedures | | 1 | 4 | 1 | | 3 | 7 | 2 | 18 | 4.6 | 5.5 | 6 | 2.00 |
| 20 | Balance of agenda issues | | 1 | 1 | 3 | 3 | 4 | 5 | 1 | 18 | 4.5 | 5 | 6 | 1.62 |
| 21 | Influence over agendas | | 1 | 2 | 2 | 1 | 3 | 5 | 4 | 18 | 4.9 | 5.5 | 6 | 1.94 |
| 22 | Meeting papers | | 1 | 3 | 1 | | 4 | 7 | 2 | 18 | 4.8 | 5.5 | 6 | 1.90 |
| 23 | Discussion time | | 1 | 6 | | 2 | 2 | 7 | | 18 | 4.1 | 4.5 | 6 | 1.92 |
| 24 | Requests for information | 1 | 1 | | 3 | | 7 | 5 | 1 | 18 | 4.8 | 5 | 5 | 1.51 |
| 25 | Updates between meetings | | | 1 | 6 | 2 | 5 | 3 | 1 | 18 | 4.3 | 4.5 | 3 | 1.41 |
| 26 | Information on performance | | | | 3 | 3 | 4 | 7 | 1 | 18 | 5.0 | 5 | 6 | 1.24 |
| 27 | Information on policy compliance | 1 | | | 3 | 5 | 4 | 5 | | 18 | 4.6 | 5 | 4 | 1.11 |
| 28 | External information | | | 3 | 4 | 1 | 5 | 5 | | 18 | 4.3 | 5 | 5 | 1.53 |
| 29 | Information supporting decisions | | 1 | 3 | 2 | 1 | 6 | 4 | 1 | 18 | 4.3 | 5 | 5 | 1.75 |
| 30 | Independent advice | 1 | | 1 | 7 | 2 | 5 | 2 | | 18 | 4.0 | 4 | 3 | 1.22 |
| 31 | Debate and challenge | | | 1 | 1 | 2 | 4 | 4 | 6 | 18 | 5.5 | 6 | 7 | 1.50 |



| | |
|---|---|
| <p>18. Board meeting plan The board's meeting plan for each year covers all of its major responsibilities appropriately</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>19. Meeting procedures Meeting procedures are clear and aid the efficient operation of the board</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>20. Balance of agenda issues Meeting agendas prioritise important matters and assist balanced discussion of strategic, performance and compliance issues</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>21. Influence over agendas All directors have sufficient opportunity to influence meeting agendas</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



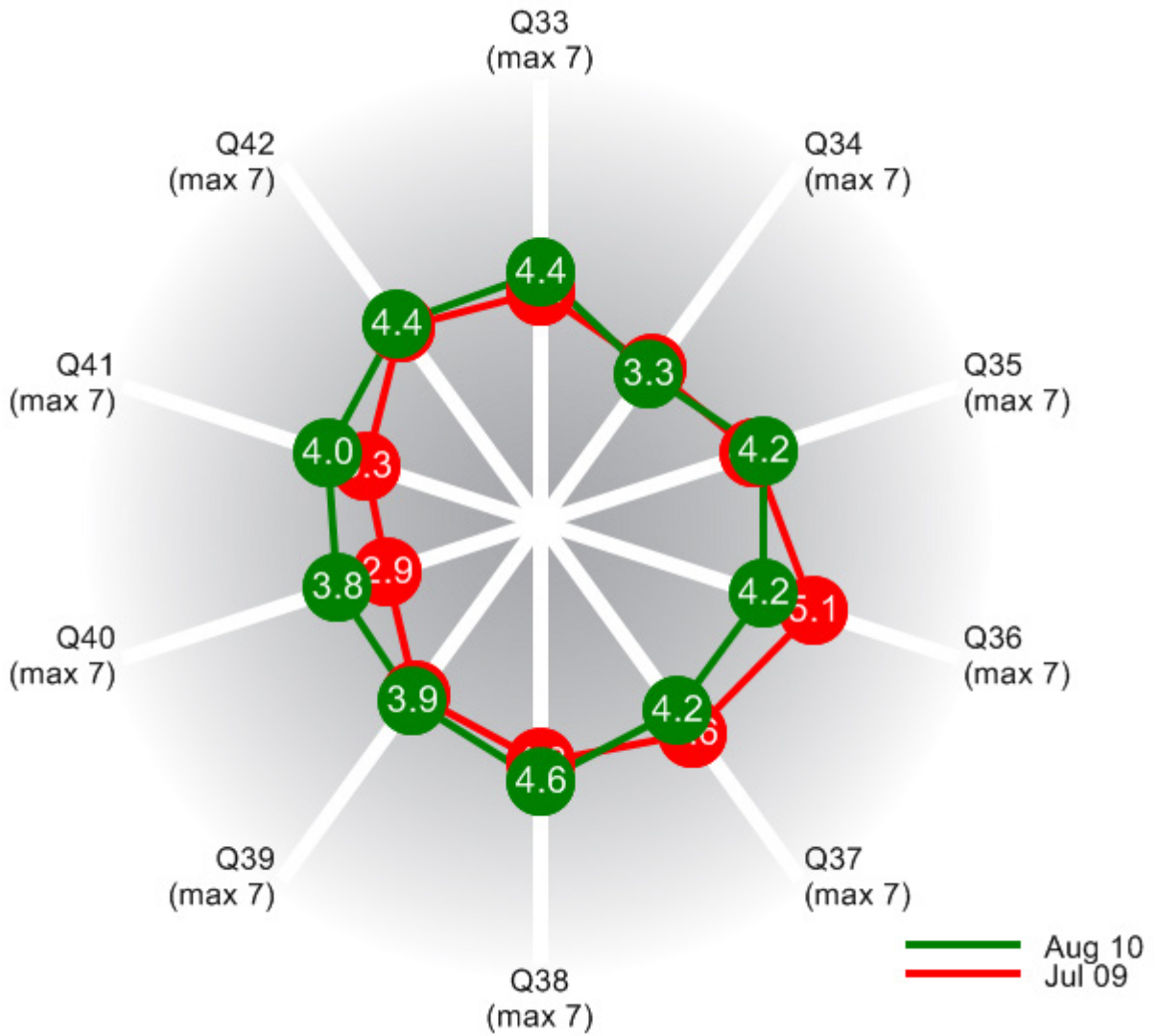
| | |
|--|---|
| <p>26. Information on performance The board receives the right amount and quality of financial and non-financial information on the organisation's performance</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.0</p> <p>Board 5.0</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>27. Information on policy compliance The board receives appropriate information on compliance with critical policy areas (e.g. declaration of interests, media comment and delegations)</p> | <p>1/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 6</p> <p>Board 4.6</p> <p>Board 4.6</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>28. External information The board receives appropriate media reports and other externally sourced information on events, trends, technology, and other factors that affect the organisation.</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 2 - 6</p> <p>Board 4.3</p> <p>Board 5.2</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>29. Information supporting decisions The board receives the right amount and quality of supporting information for it to perform its decision-making role effectively</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Board 4.3</p> <p>Board 3.8</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



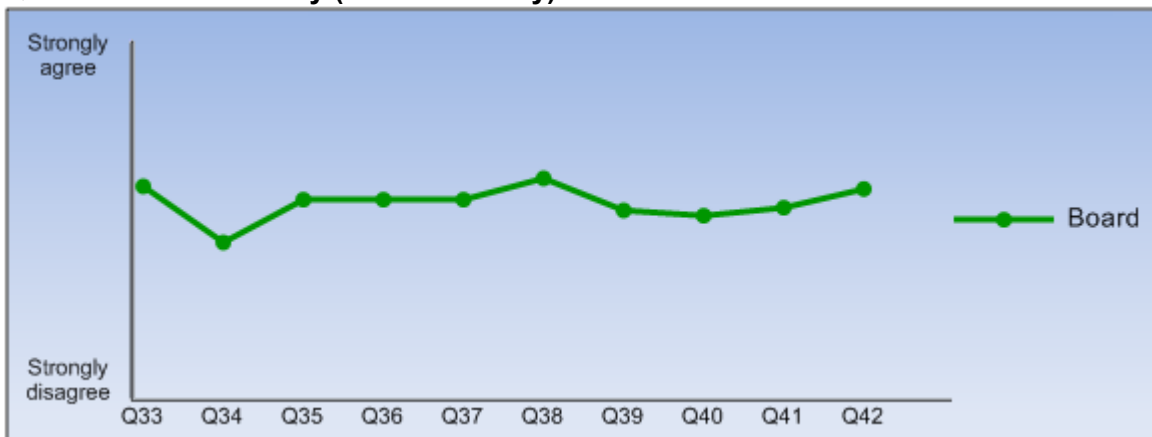
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

Purpose

Question Set Summary (Board only)

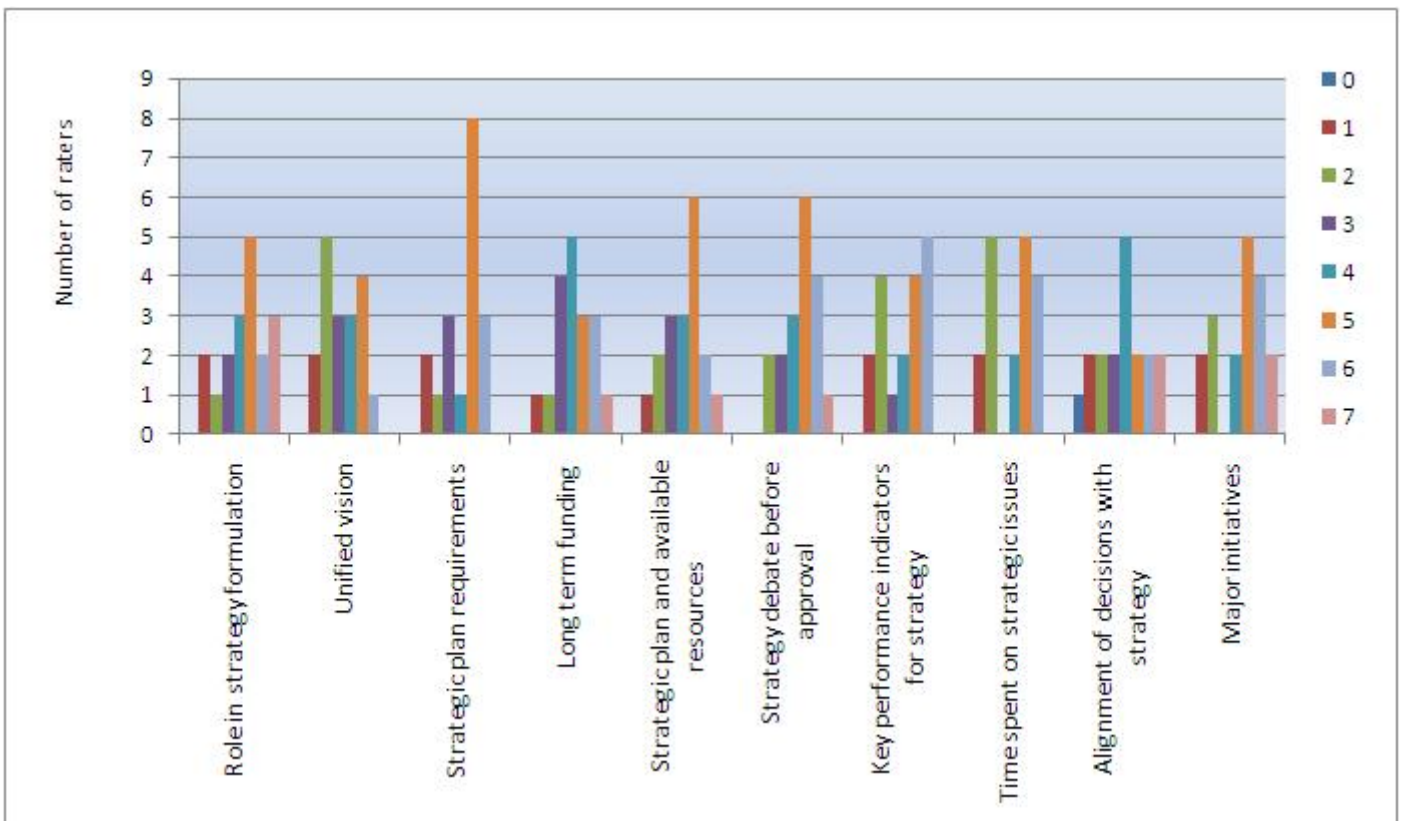


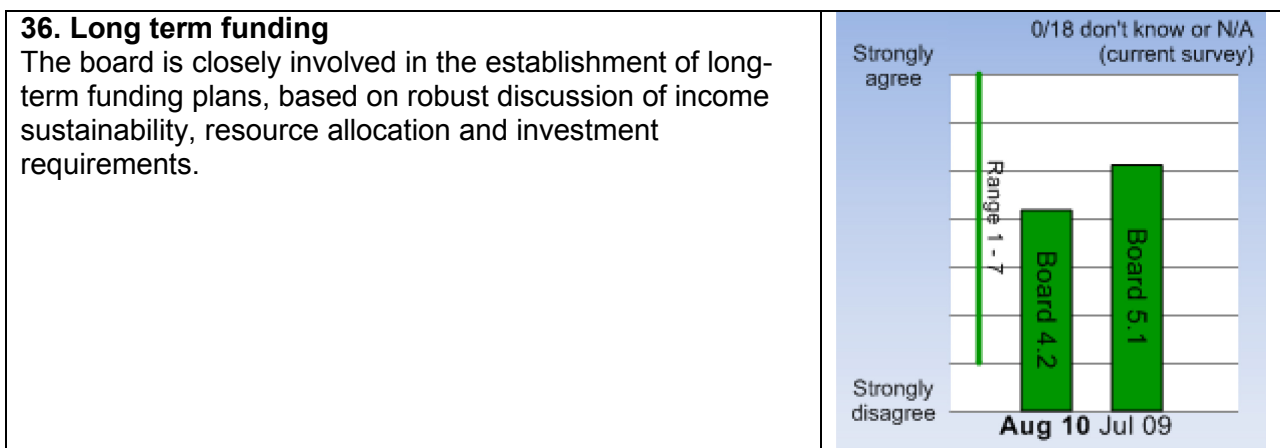
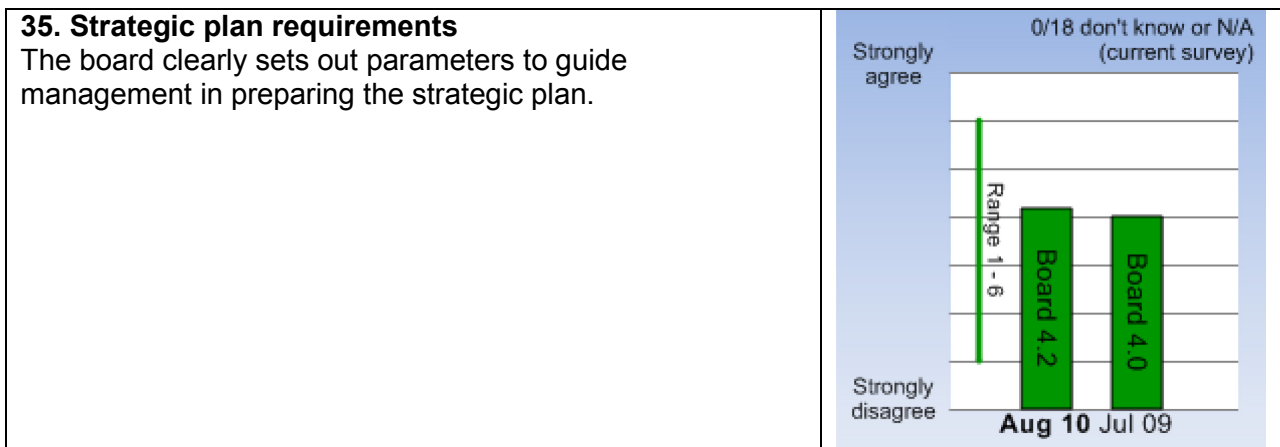
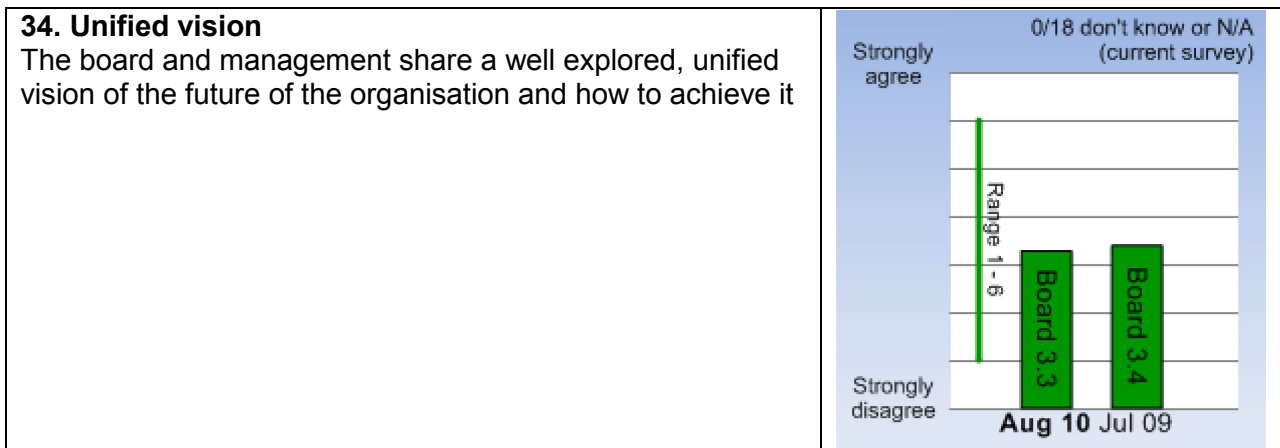
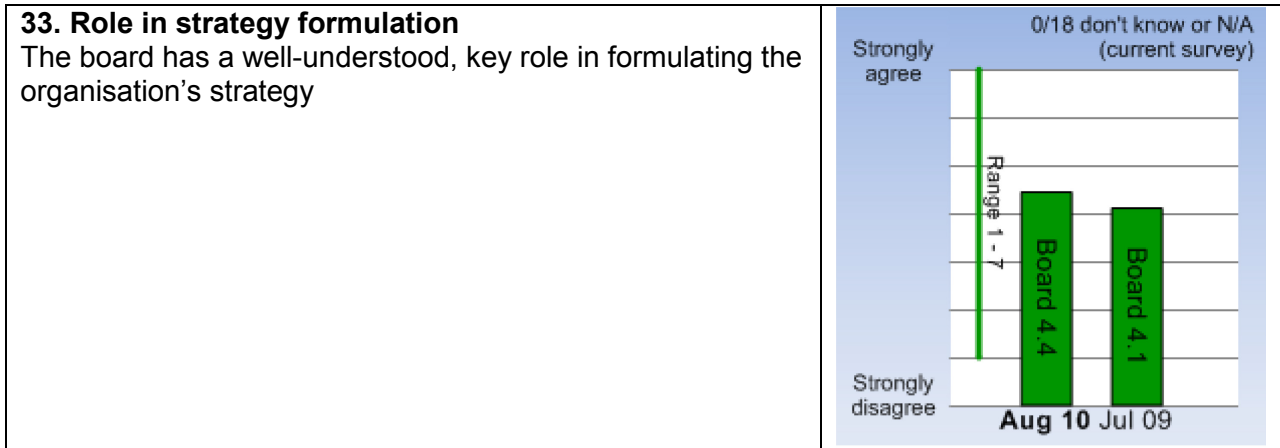
Question Set Summary (current survey)

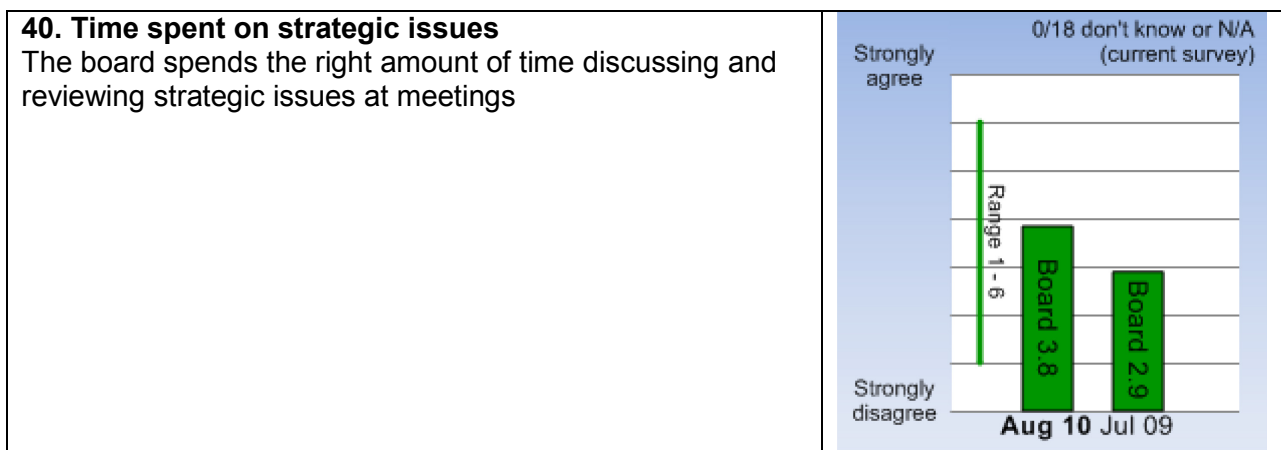
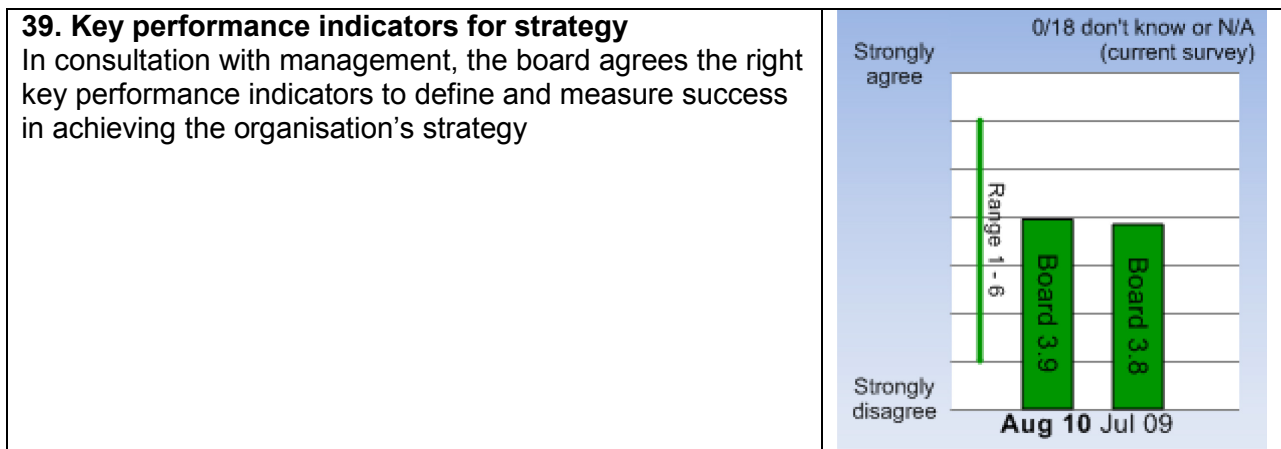
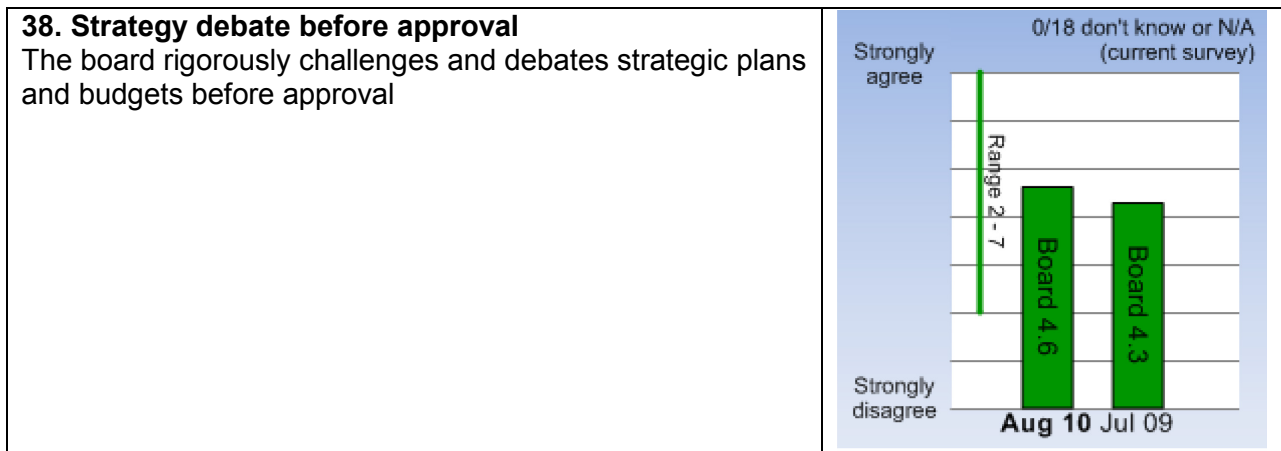
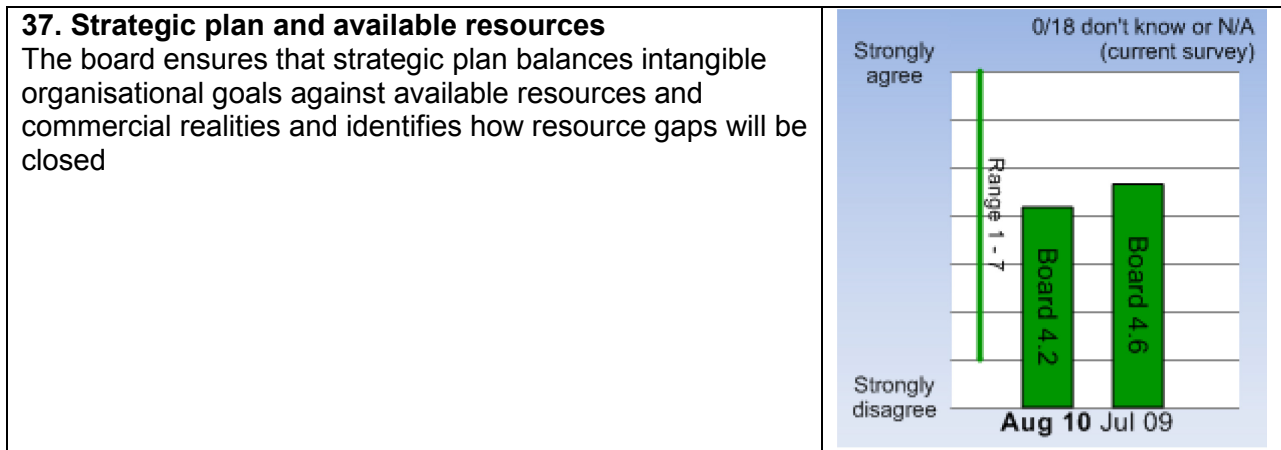


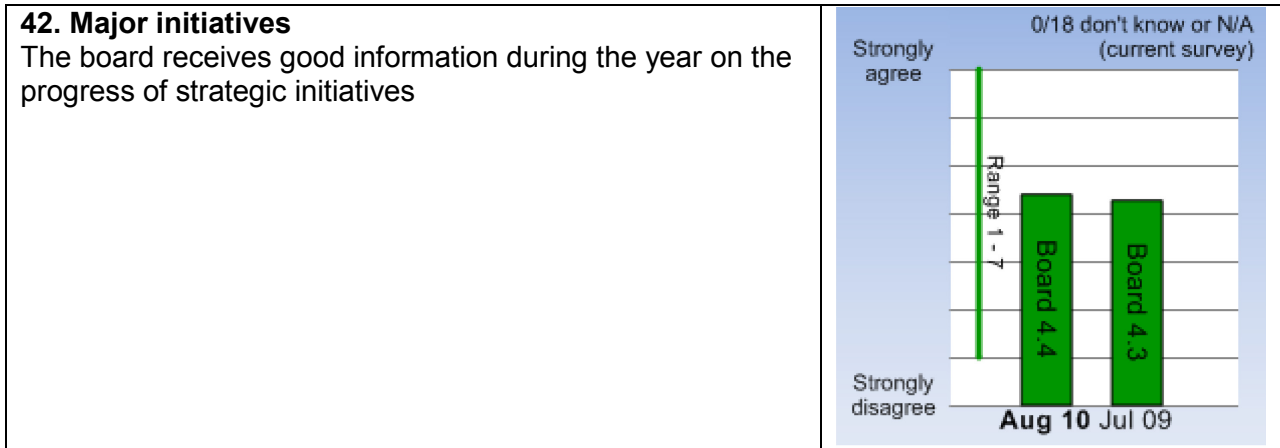
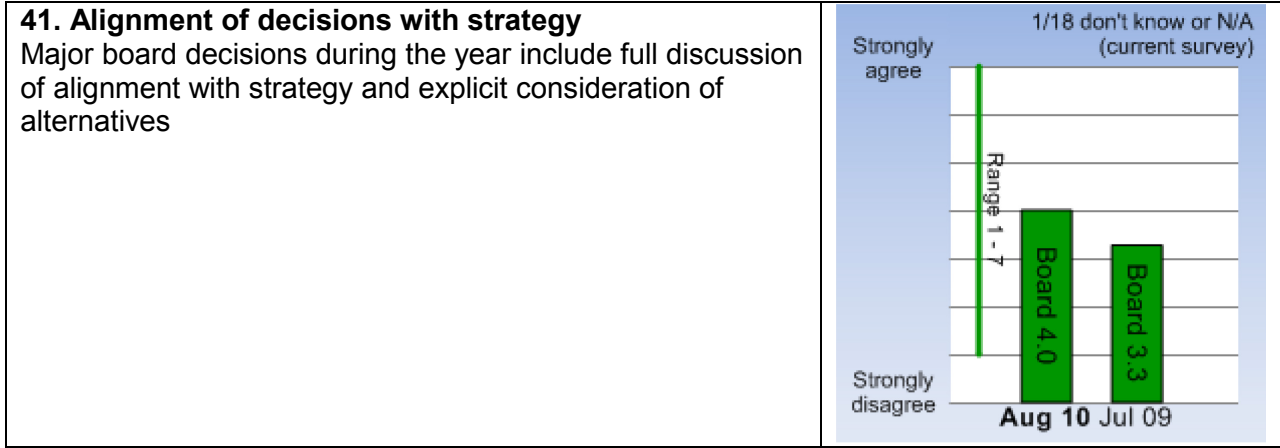
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| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|---|-----------|---|---|---|---|---|---|---|-------|--------|--------|------|------|
| 33 | Role in strategy formulation | | 2 | 1 | 2 | 3 | 5 | 2 | 3 | 18 | 4.4 | 5 | 5 | 1.89 |
| 34 | Unified vision | | 2 | 5 | 3 | 3 | 4 | 1 | | 18 | 3.3 | 3 | 2 | 1.53 |
| 35 | Strategic plan requirements | | 2 | 1 | 3 | 1 | 8 | 3 | | 18 | 4.2 | 5 | 5 | 1.62 |
| 36 | Long term funding | | 1 | 1 | 4 | 5 | 3 | 3 | 1 | 18 | 4.2 | 4 | 4 | 1.54 |
| 37 | Strategic plan and available resources | | 1 | 2 | 3 | 3 | 6 | 2 | 1 | 18 | 4.2 | 4.5 | 5 | 1.58 |
| 38 | Strategy debate before approval | | | 2 | 2 | 3 | 6 | 4 | 1 | 18 | 4.6 | 5 | 5 | 1.42 |
| 39 | Key performance indicators for strategy | | 2 | 4 | 1 | 2 | 4 | 5 | | 18 | 3.9 | 4.5 | 6 | 1.86 |
| 40 | Time spent on strategic issues | | 2 | 5 | | 2 | 5 | 4 | | 18 | 3.8 | 4.5 | 2 | 1.86 |
| 41 | Alignment of decisions with strategy | 1 | 2 | 2 | 2 | 5 | 2 | 2 | 2 | 18 | 4.0 | 4 | 4 | 1.87 |
| 42 | Major initiatives | | 2 | 3 | | 2 | 5 | 4 | 2 | 18 | 4.4 | 5 | 5 | 1.97 |





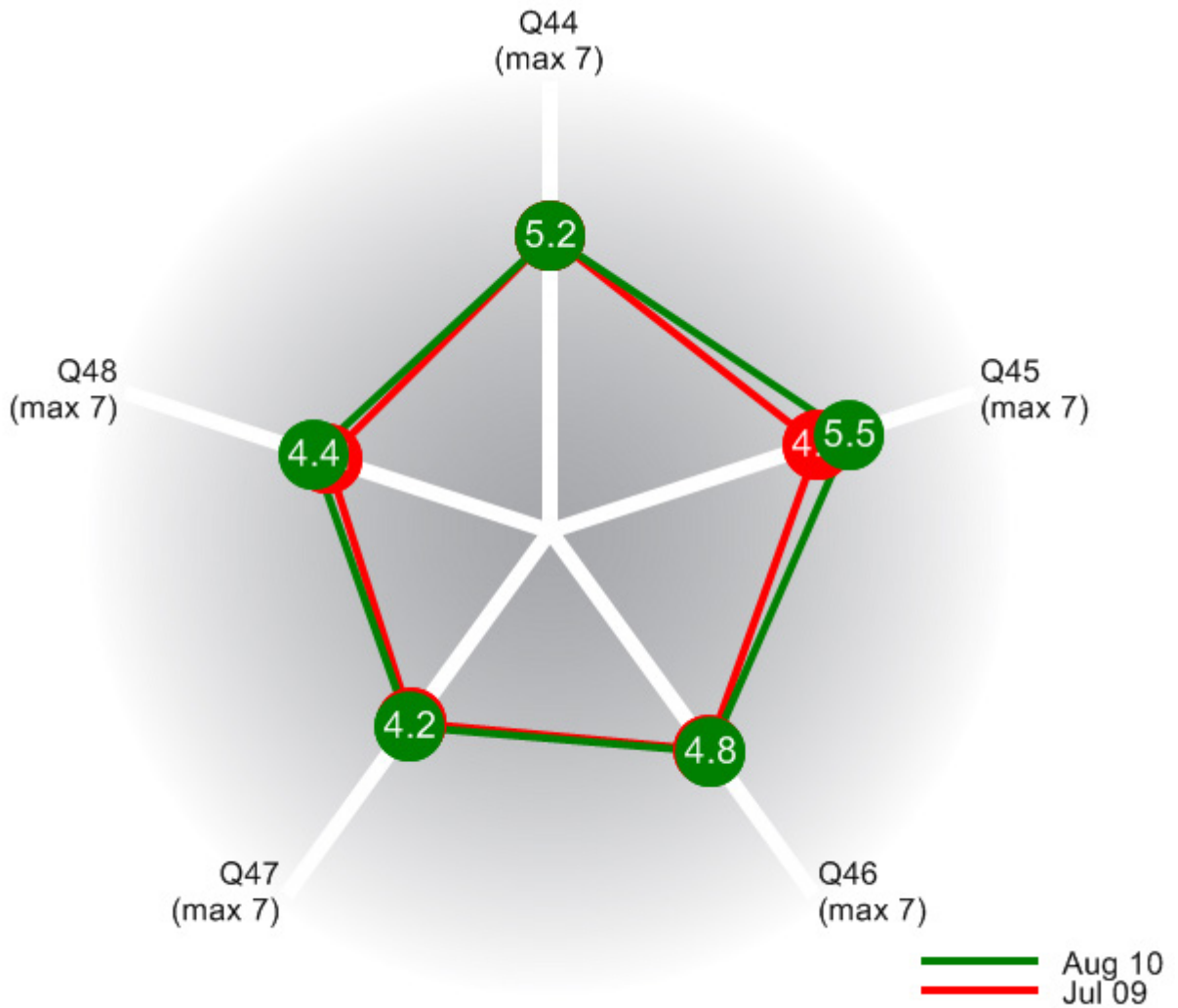




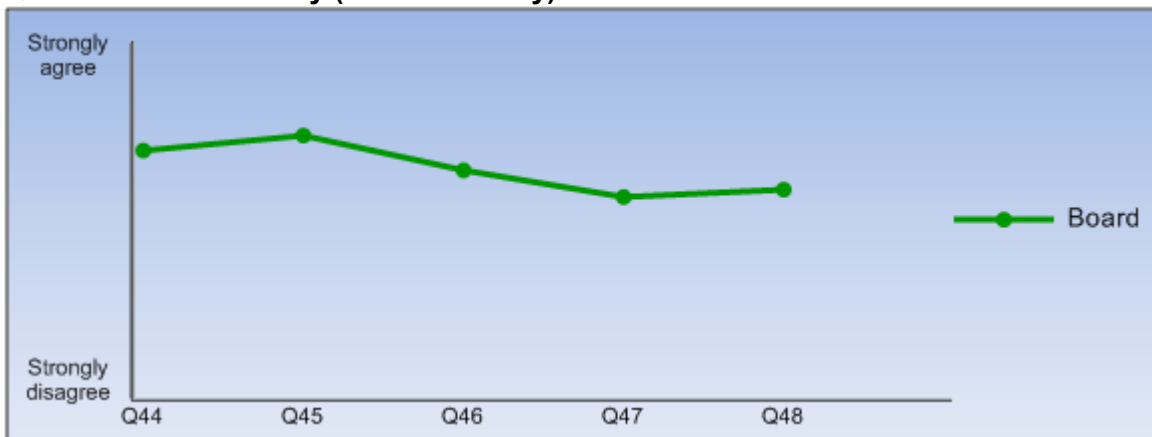
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

Stakeholders

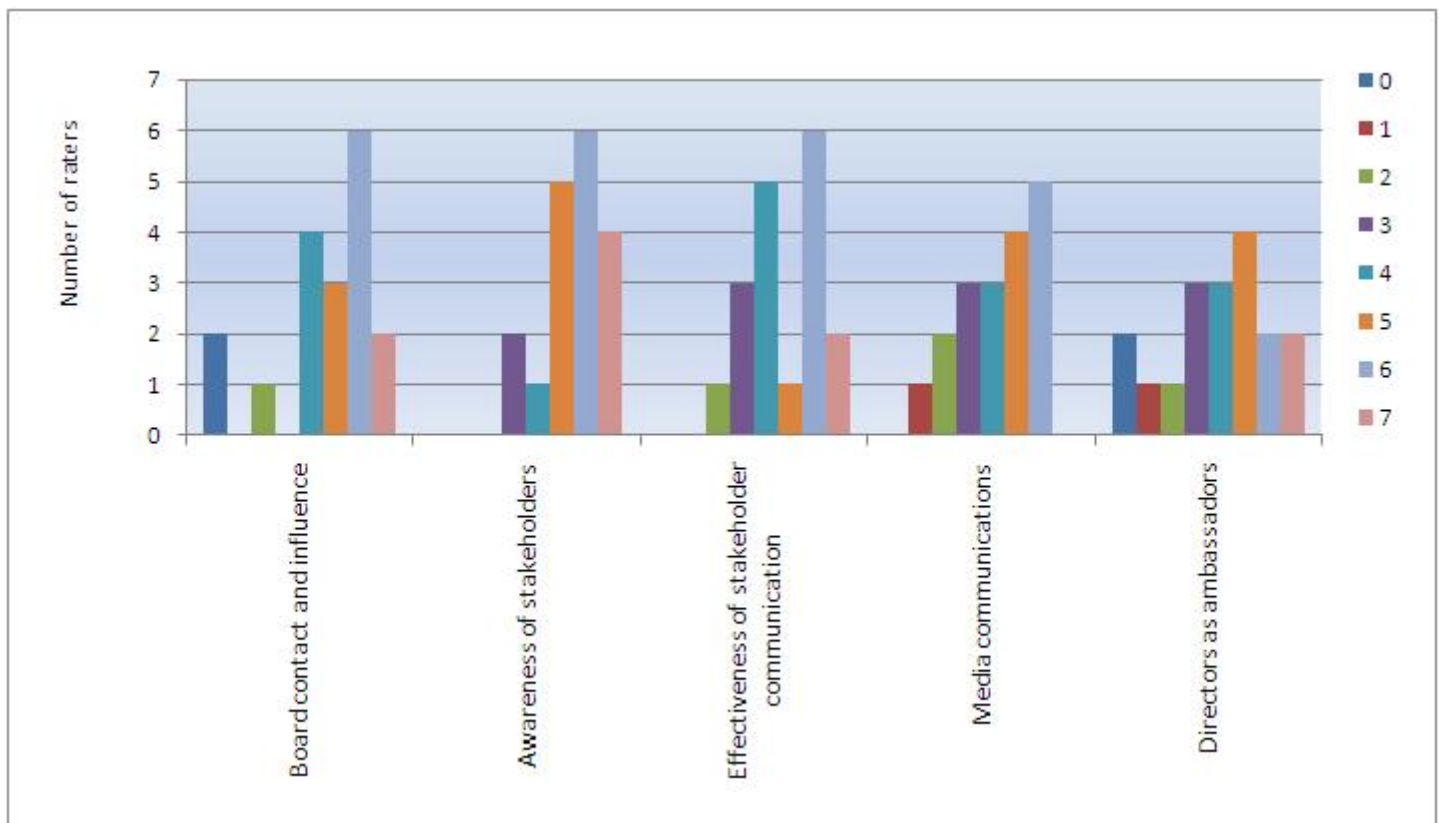
Question Set Summary (Board only)

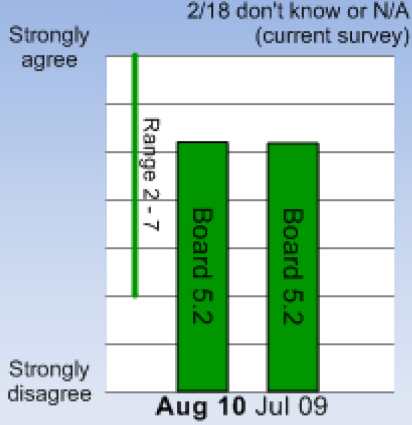
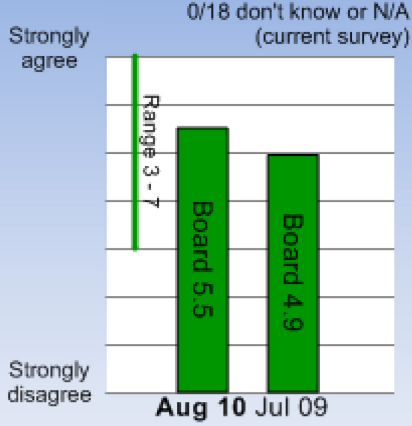
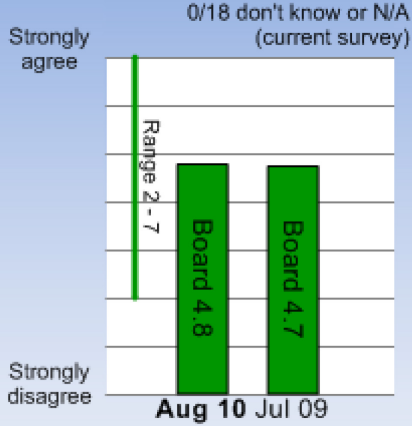
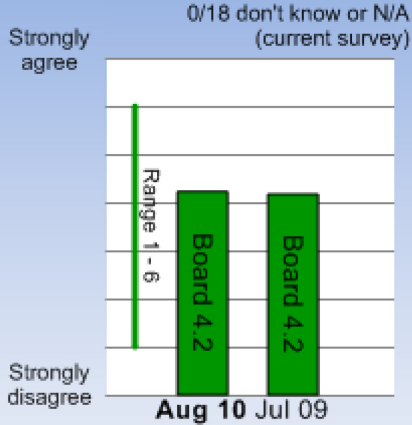


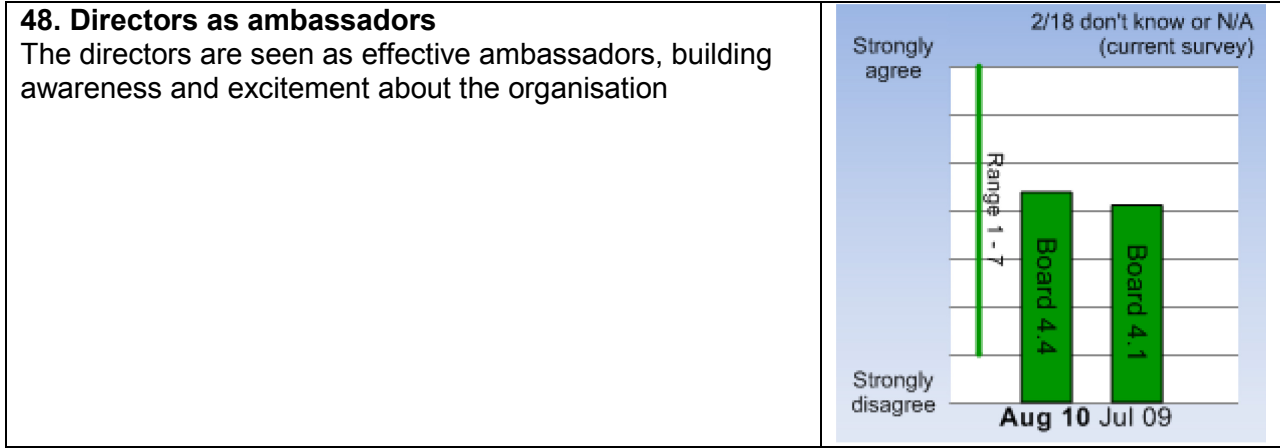
Question Set Summary (current survey)



| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|--|-----------|---|---|---|---|---|---|---|-------|--------|--------|------|-----|
| 44 | Board contact and influence | 2 | | 1 | | 4 | 3 | 6 | 2 | 18 | 5.2 | 5.5 | 6 | 1.3 |
| 45 | Awareness of stakeholders | | | | 2 | 1 | 5 | 6 | 4 | 18 | 5.5 | 6 | 6 | 1.2 |
| 46 | Effectiveness of stakeholder communication | | | 1 | 3 | 5 | 1 | 6 | 2 | 18 | 4.8 | 4.5 | 6 | 1.5 |
| 47 | Media communications | | 1 | 2 | 3 | 3 | 4 | 5 | | 18 | 4.2 | 4.5 | 6 | 1.6 |
| 48 | Directors as ambassadors | 2 | 1 | 1 | 3 | 3 | 4 | 2 | 2 | 18 | 4.4 | 4.5 | 5 | 1.7 |



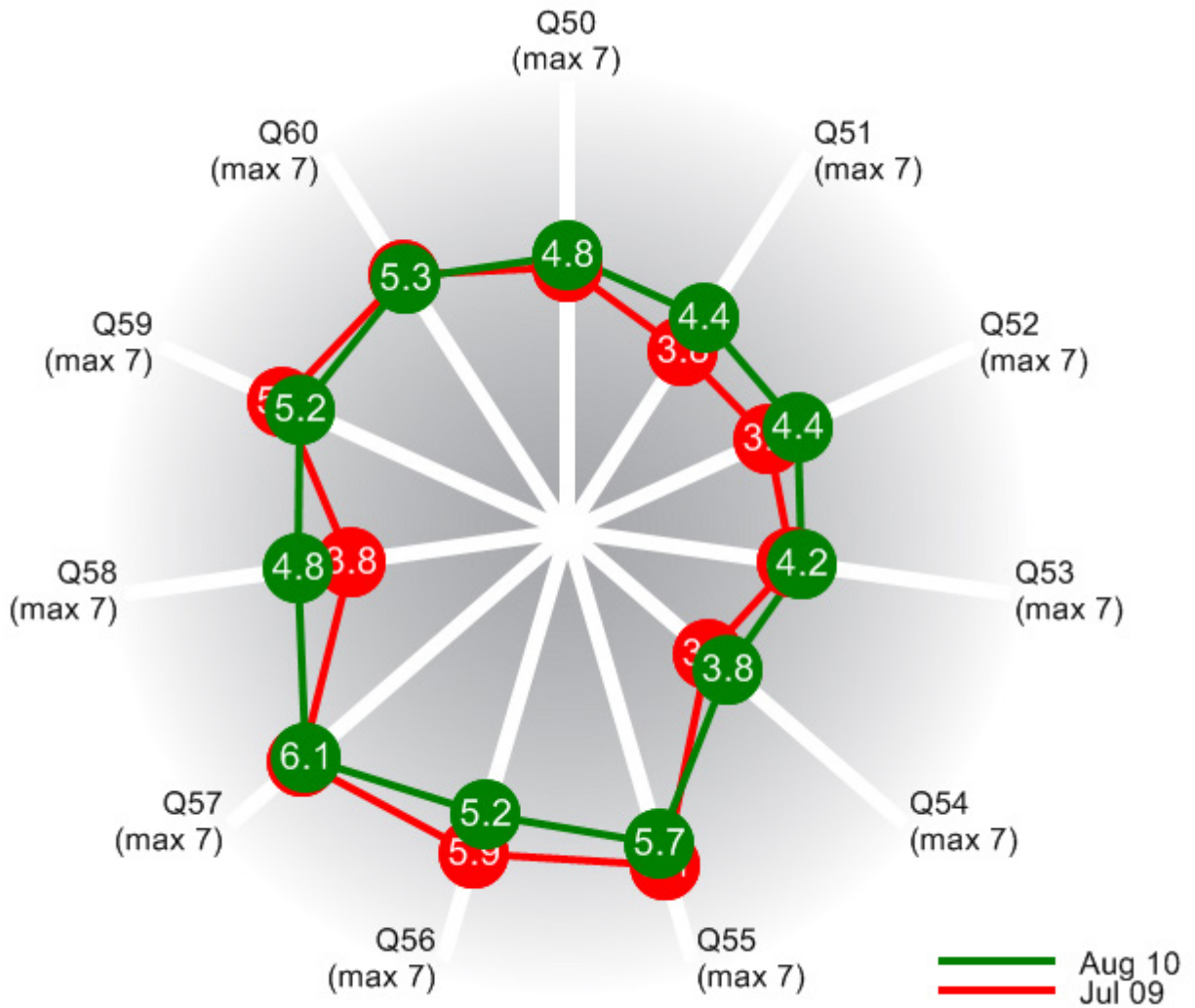
| | |
|---|--|
| <p>44. Board contact and influence The board provides stakeholder contacts, access and influence needed to further organisational goals</p> | <p>2/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 2 - 7</p> <p>Board 5.2</p> <p>Board 5.2</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>45. Awareness of stakeholders The board receives objective information on the perspectives, rights and legitimate interests of major stakeholders</p> | <p>0/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.5</p> <p>Board 4.9</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>46. Effectiveness of stakeholder communication The board and management communicates effectively to ensure that major stakeholders are appropriately informed in key areas of interest</p> | <p>0/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 2 - 7</p> <p>Board 4.8</p> <p>Board 4.7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>47. Media communications The board is satisfied with the organisation's policy and performance when communicating with the media and other interested parties</p> | <p>0/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 1 - 6</p> <p>Board 4.2</p> <p>Board 4.2</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



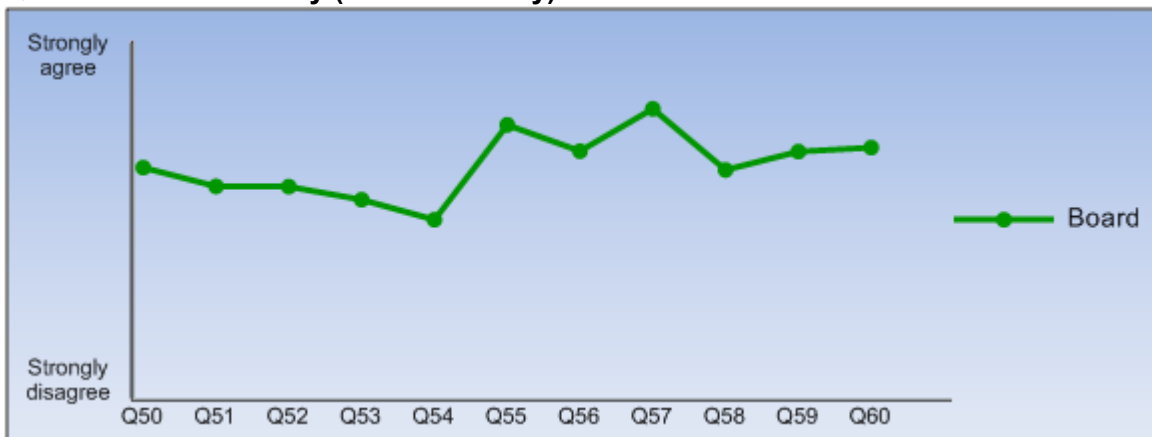
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Conformance

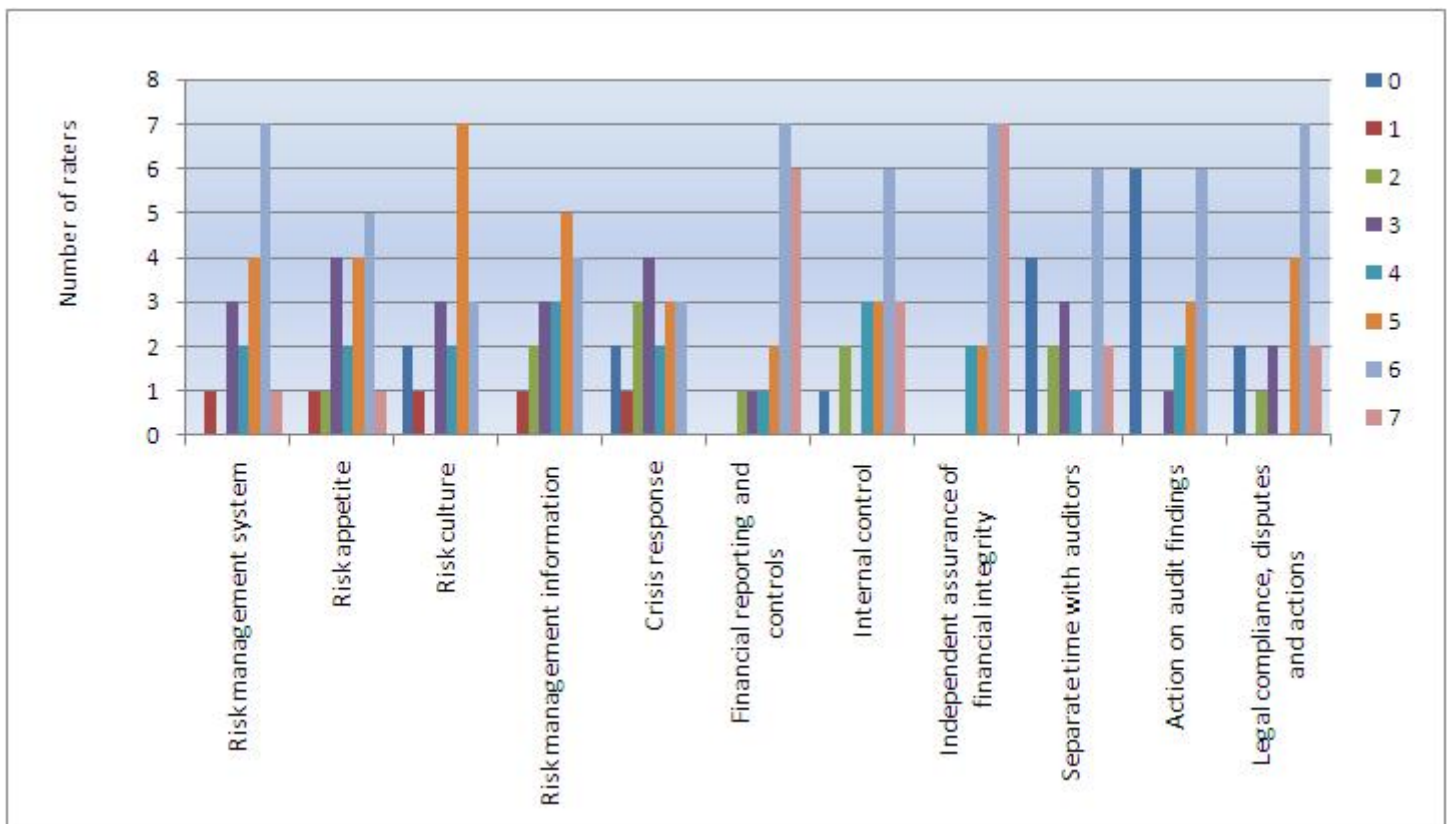
Question Set Summary (Board only)

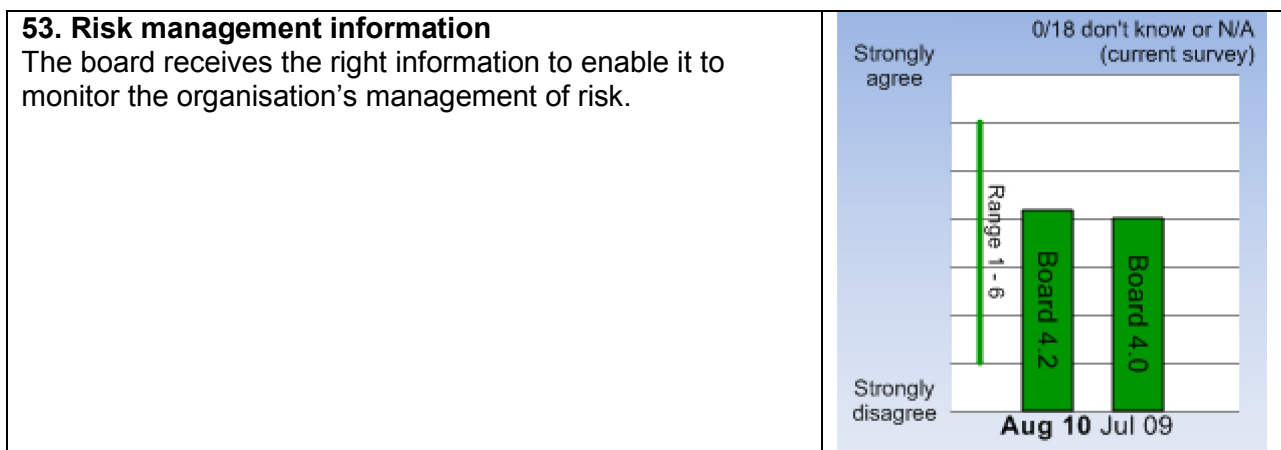
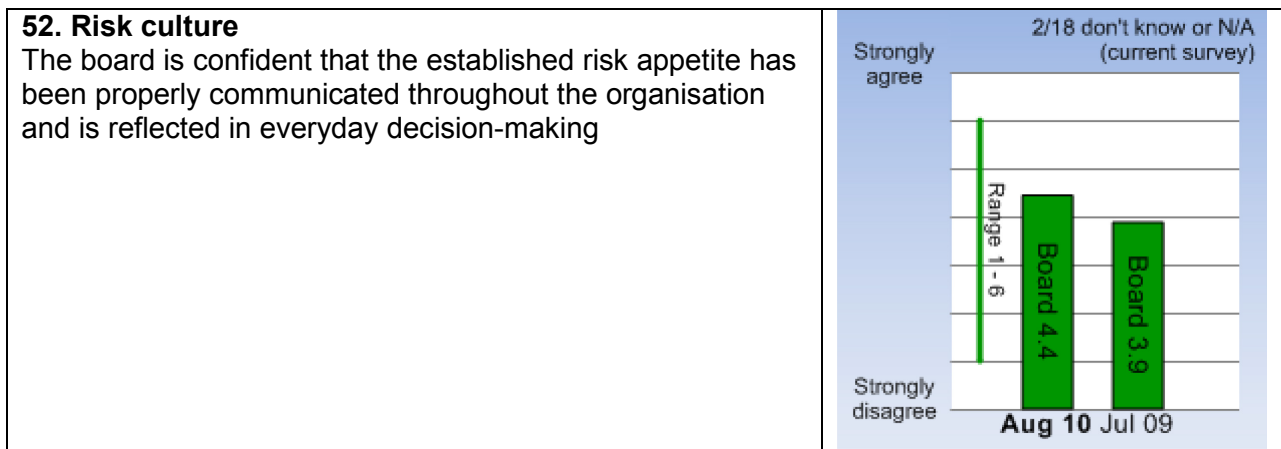
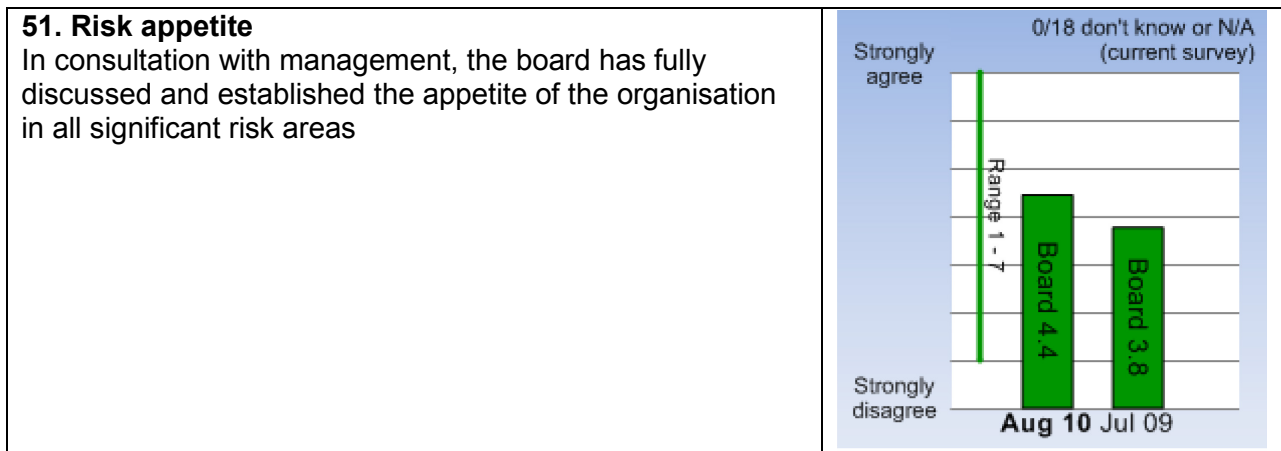
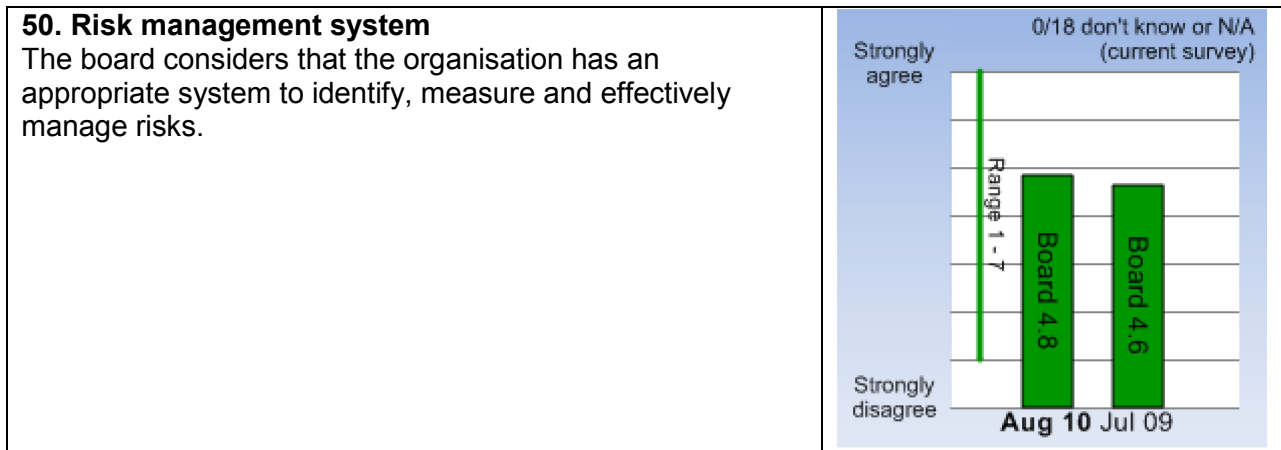


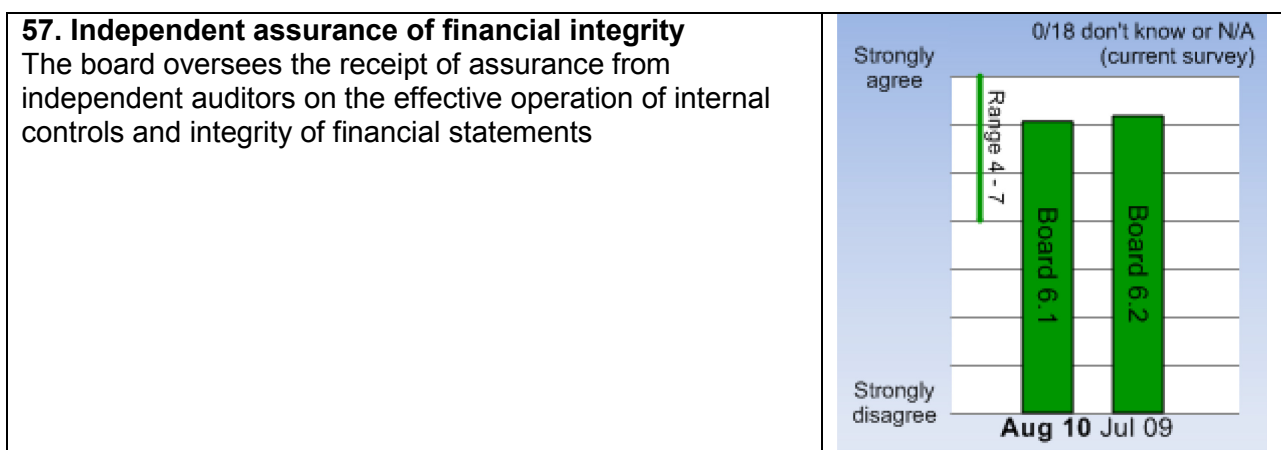
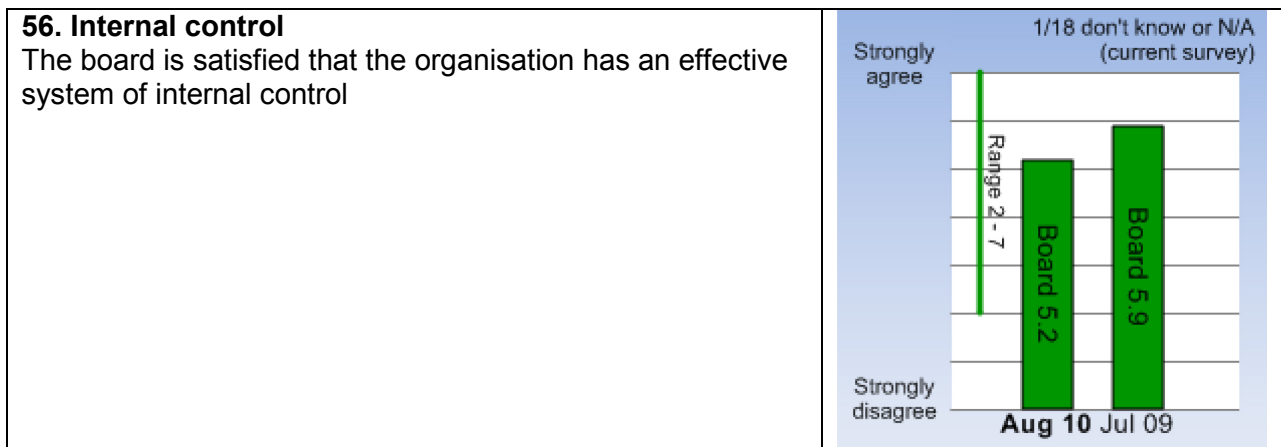
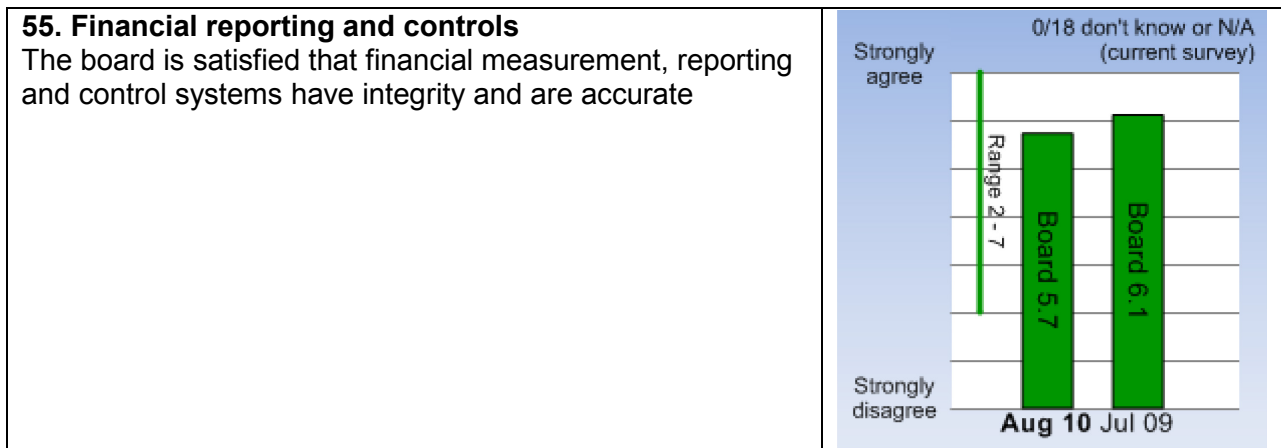
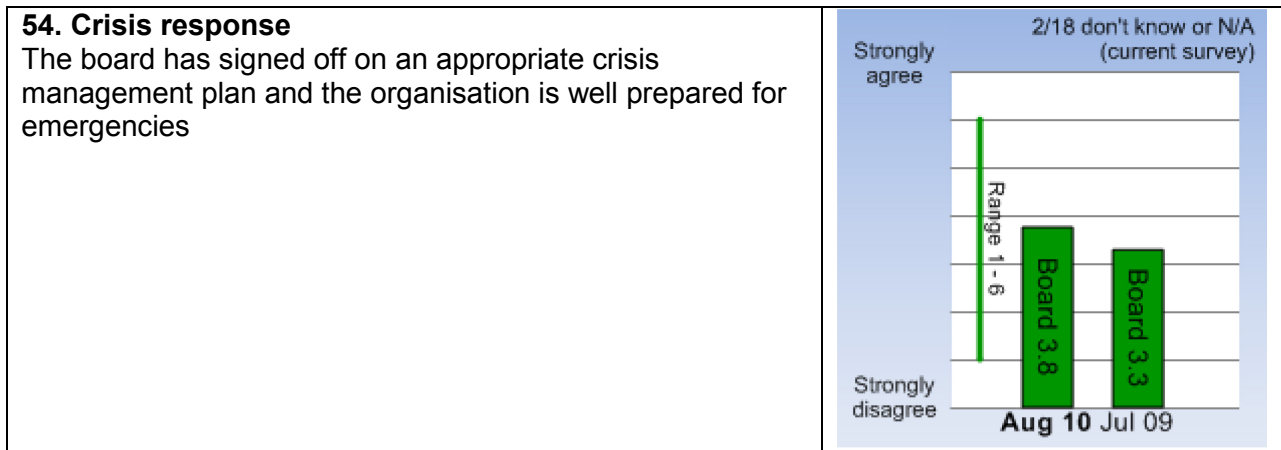
Question Set Summary (current survey)

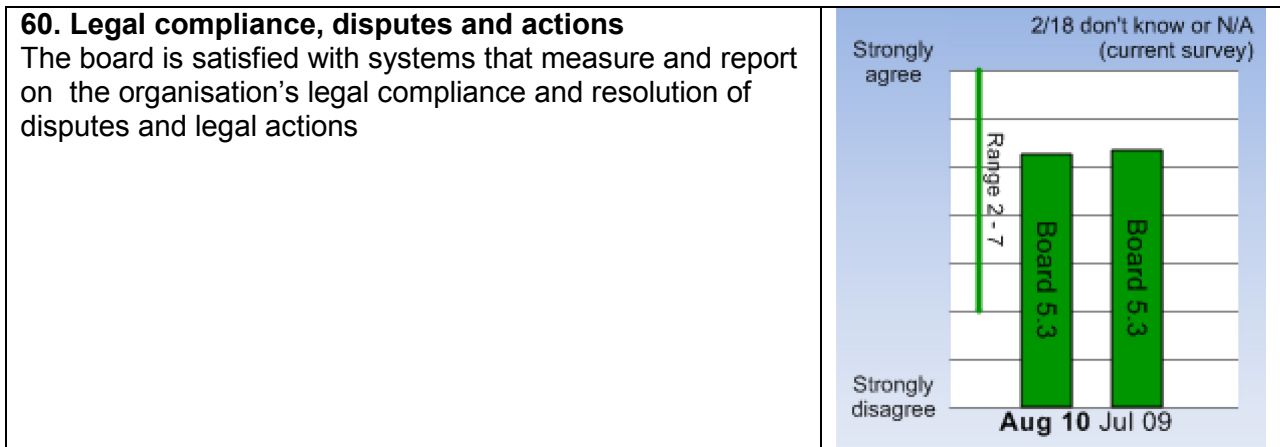
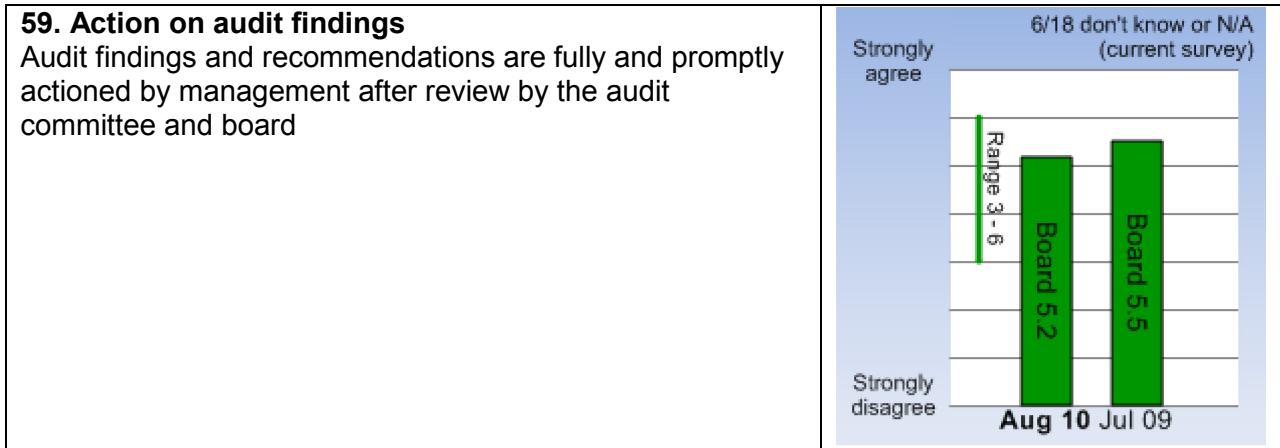
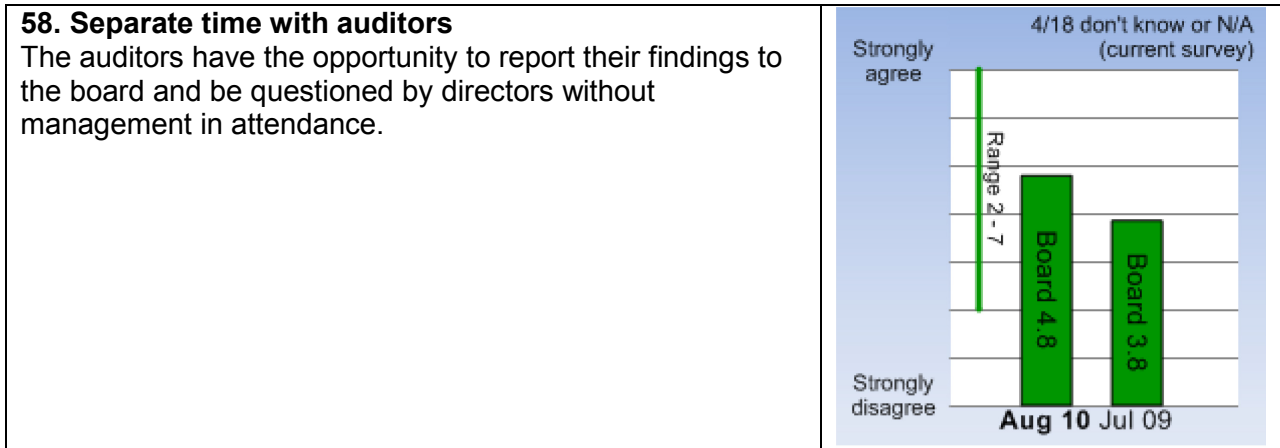


| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|--|-----------|---|---|---|---|---|---|---|-------|--------|--------|------|------|
| 50 | Risk management system | | 1 | | 3 | 2 | 4 | 7 | 1 | 18 | 4.8 | 5 | 6 | 1.54 |
| 51 | Risk appetite | | 1 | 1 | 4 | 2 | 4 | 5 | 1 | 18 | 4.4 | 5 | 6 | 1.65 |
| 52 | Risk culture | 2 | 1 | | 3 | 2 | 7 | 3 | | 18 | 4.4 | 5 | 5 | 1.36 |
| 53 | Risk management information | | 1 | 2 | 3 | 3 | 5 | 4 | | 18 | 4.2 | 4.5 | 5 | 1.54 |
| 54 | Crisis response | 2 | 1 | 3 | 4 | 2 | 3 | 3 | | 18 | 3.8 | 3.5 | 3 | 1.61 |
| 55 | Financial reporting and controls | | | 1 | 1 | 1 | 2 | 7 | 6 | 18 | 5.7 | 6 | 6 | 1.45 |
| 56 | Internal control | 1 | | 2 | | 3 | 3 | 6 | 3 | 18 | 5.2 | 6 | 6 | 1.55 |
| 57 | Independent assurance of financial integrity | | | | | 2 | 2 | 7 | 7 | 18 | 6.1 | 6 | 6 | 1.00 |
| 58 | Separate time with auditors | 4 | | 2 | 3 | 1 | | 6 | 2 | 18 | 4.8 | 6 | 6 | 1.85 |
| 59 | Action on audit findings | 6 | | | 1 | 2 | 3 | 6 | | 18 | 5.2 | 5.5 | 6 | 1.03 |
| 60 | Legal compliance, disputes and actions | 2 | | 1 | 2 | | 4 | 7 | 2 | 18 | 5.3 | 6 | 6 | 1.44 |





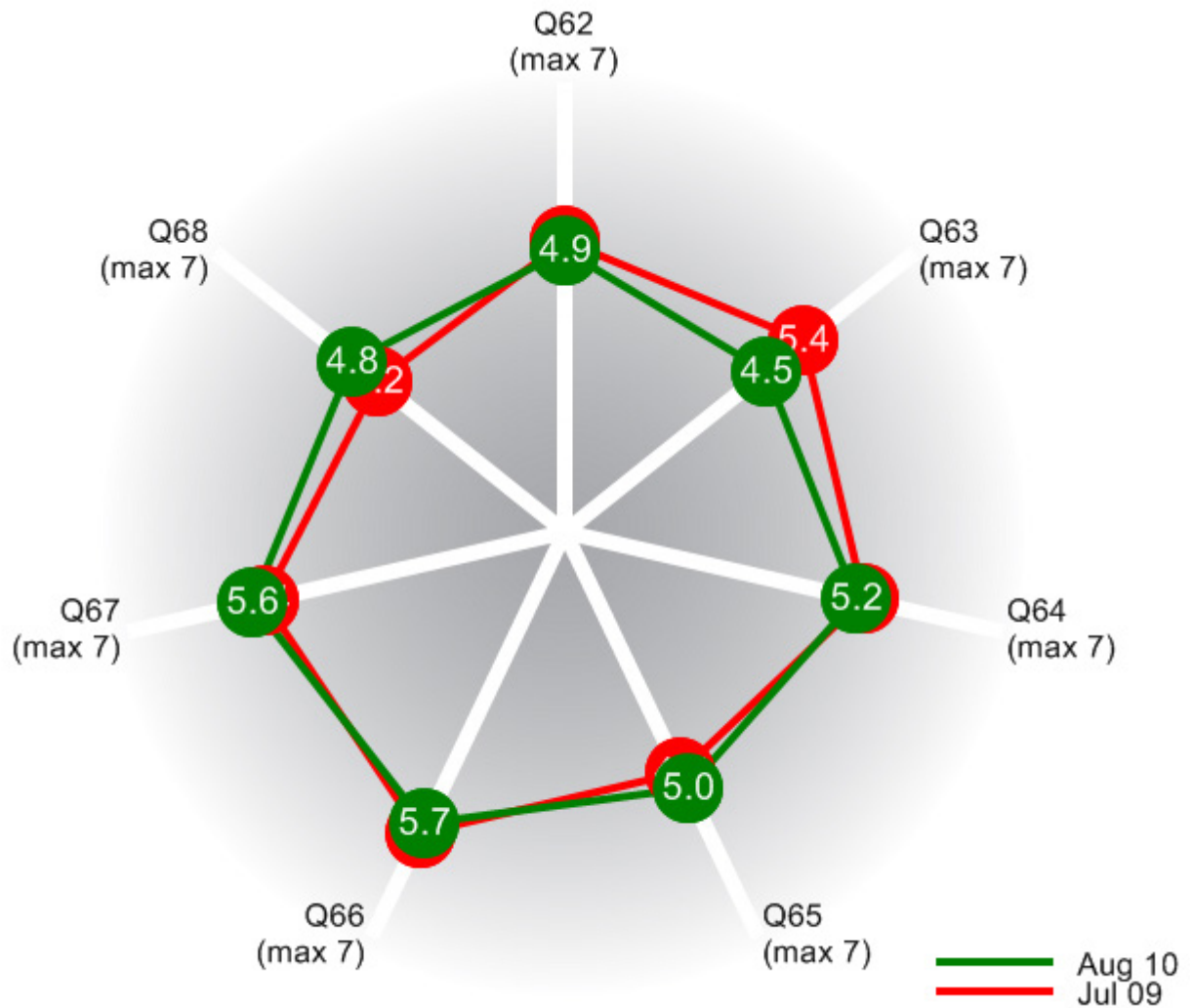




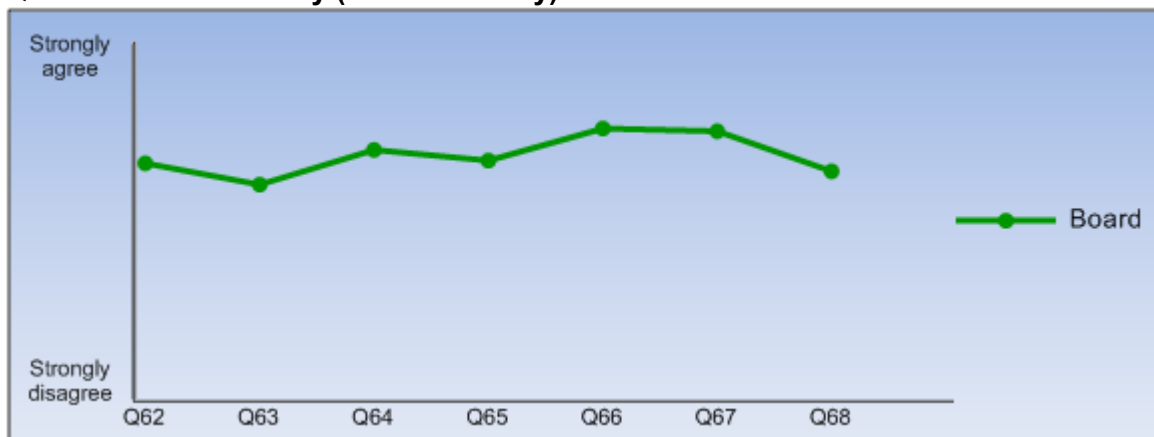
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Performance

Question Set Summary (Board only)

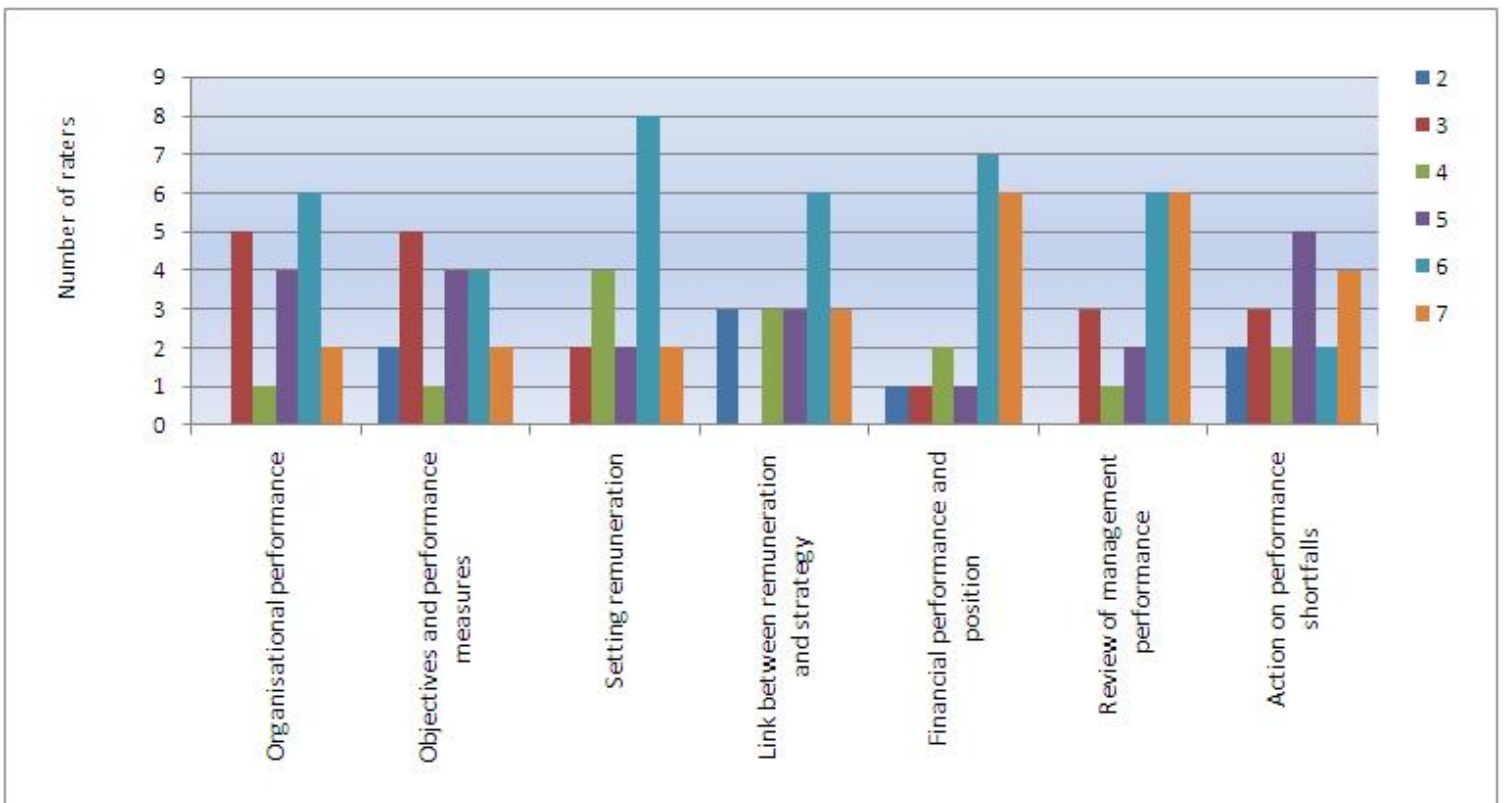


Question Set Summary (current survey)

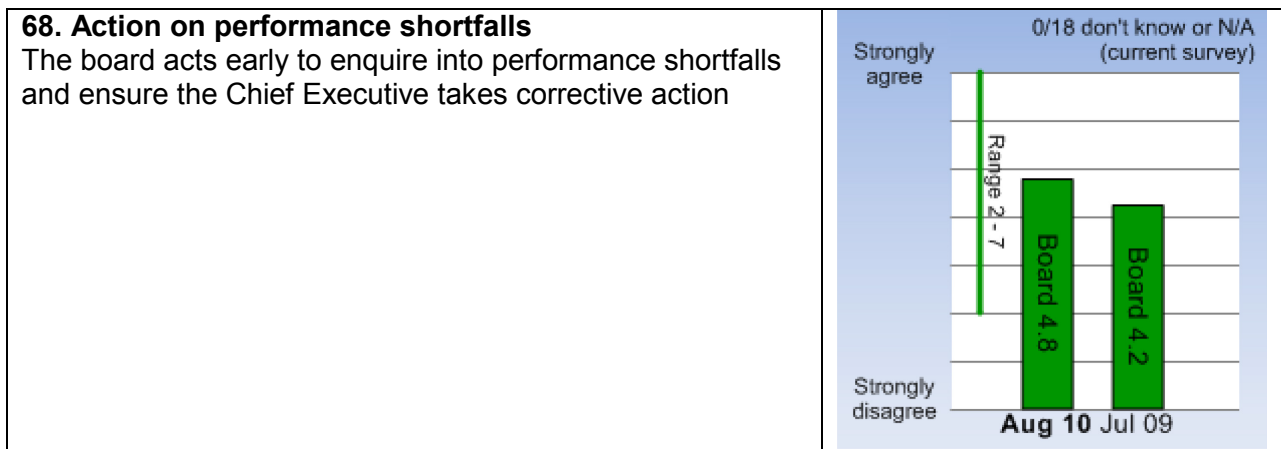
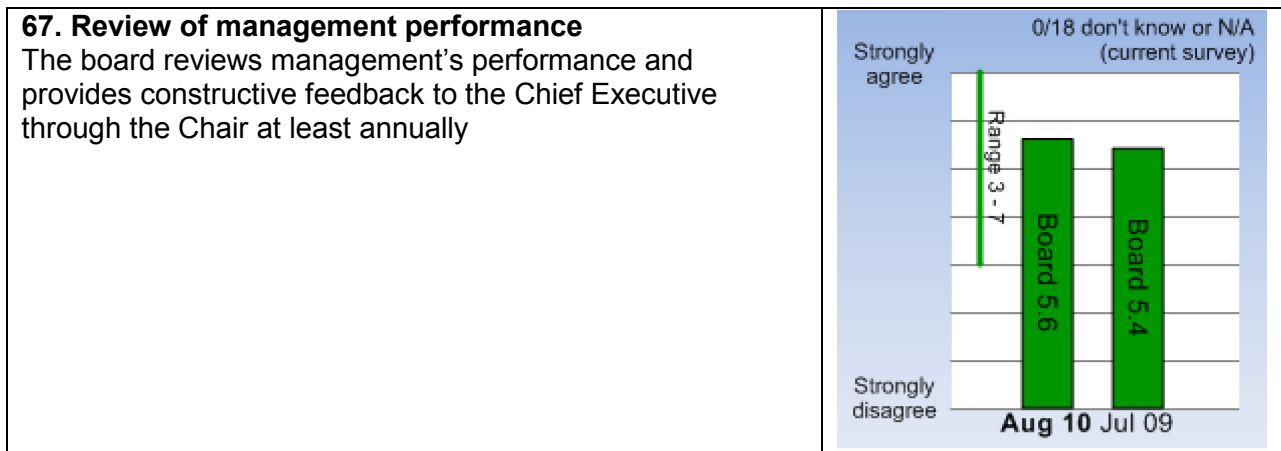
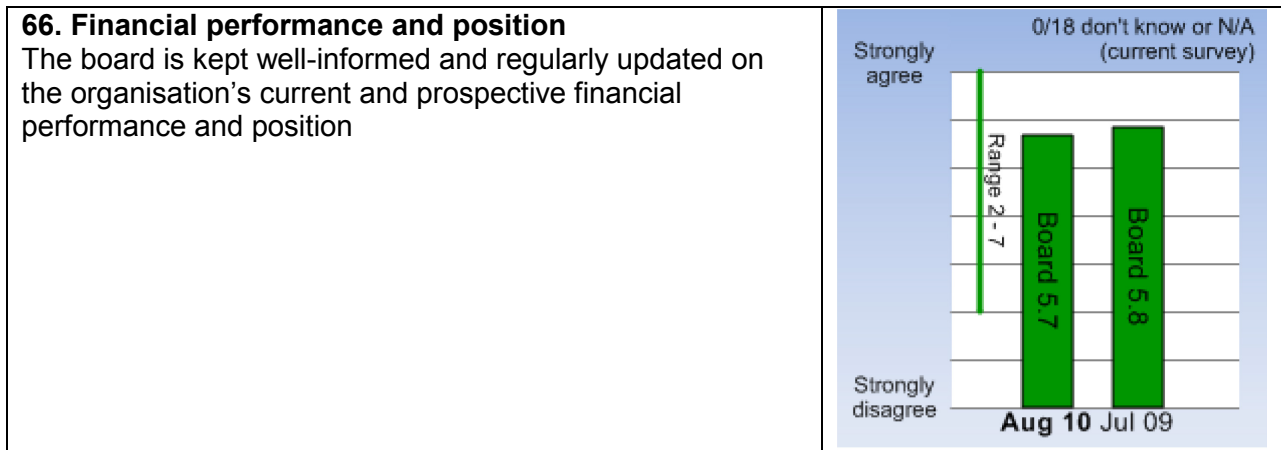


Appraisal Report - ICANN

| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|--|-----------|---|---|---|---|---|---|---|-------|--------|--------|------|-----|
| 62 | Organisational performance | | | | 5 | 1 | 4 | 6 | 2 | 18 | 4.9 | 5 | 6 | 1.4 |
| 63 | Objectives and performance measures | | | 2 | 5 | 1 | 4 | 4 | 2 | 18 | 4.5 | 5 | 3 | 1.7 |
| 64 | Setting remuneration | | | | 2 | 4 | 2 | 8 | 2 | 18 | 5.2 | 6 | 6 | 1.3 |
| 65 | Link between remuneration and strategy | | | 3 | | 3 | 3 | 6 | 3 | 18 | 5.0 | 5.5 | 6 | 1.7 |
| 66 | Financial performance and position | | | 1 | 1 | 2 | 1 | 7 | 6 | 18 | 5.7 | 6 | 6 | 1.5 |
| 67 | Review of management performance | | | | 3 | 1 | 2 | 6 | 6 | 18 | 5.6 | 6 | 6 | 1.5 |
| 68 | Action on performance shortfalls | | | 2 | 3 | 2 | 5 | 2 | 4 | 18 | 4.8 | 5 | 5 | 1.7 |



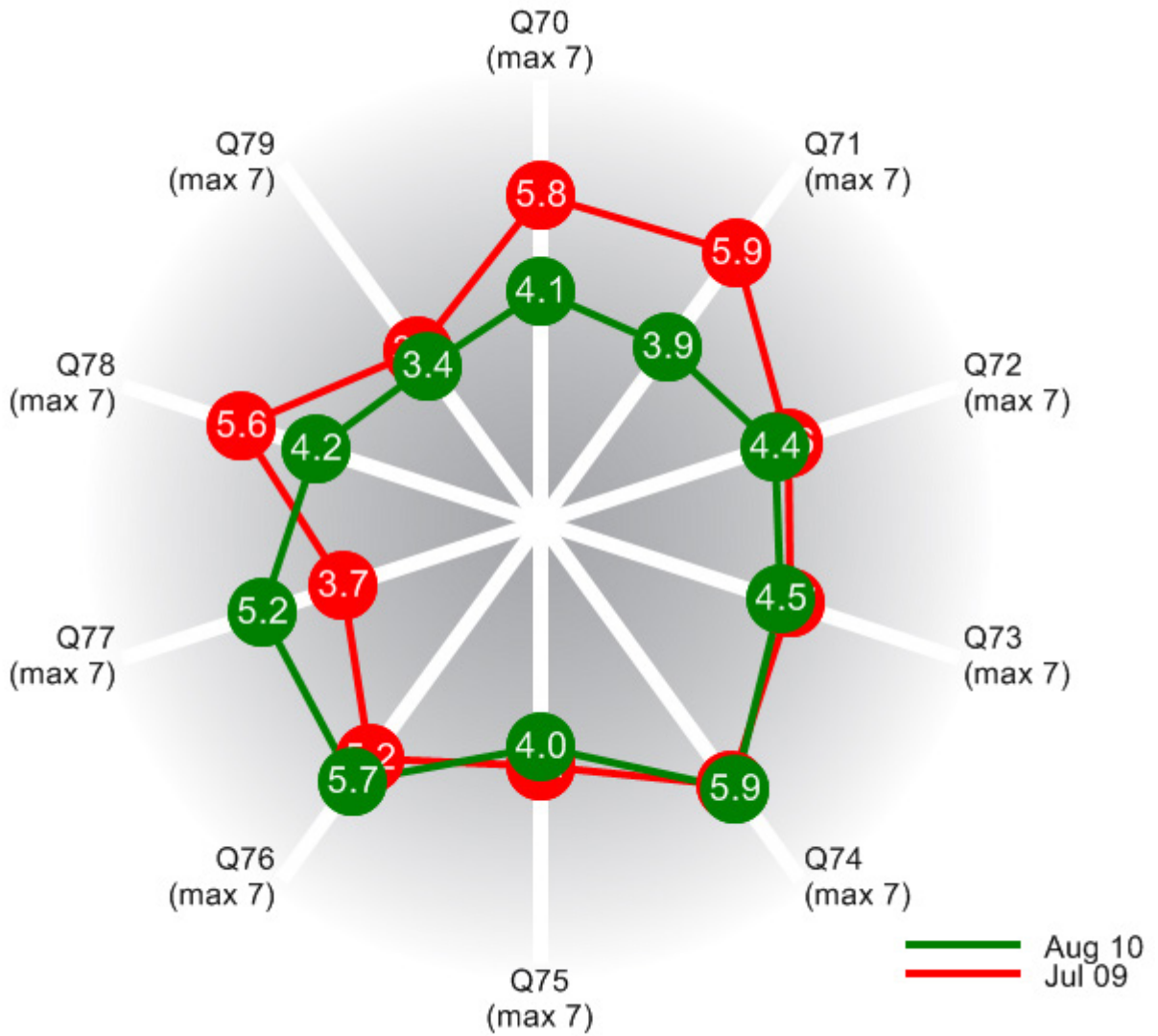
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|---|---|
| <p>62. Organisational performance The board encourages superior organisational performance and clear management accountability</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 4.9</p> <p>Board 5.1</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>63. Objectives and performance measures The board establishes clear quantitative and qualitative performance objectives and measures for the Chief Executive</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 2 - 7</p> <p>Board 4.5</p> <p>Board 5.4</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>64. Setting remuneration The board is appropriately involved in setting and approving Chief Executive and other key management remuneration.</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.2</p> <p>Board 5.4</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>65. Link between remuneration and strategy The board ensures that Chief Executive and key management remuneration properly rewards achievement of strategic objectives</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 2 - 7</p> <p>Board 5.0</p> <p>Board 4.7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



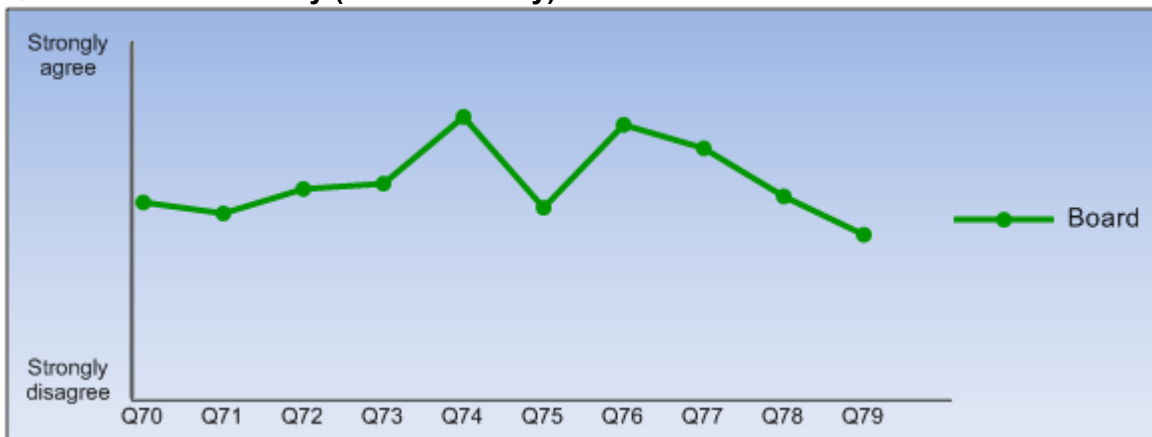
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Management and board

Question Set Summary (Board only)

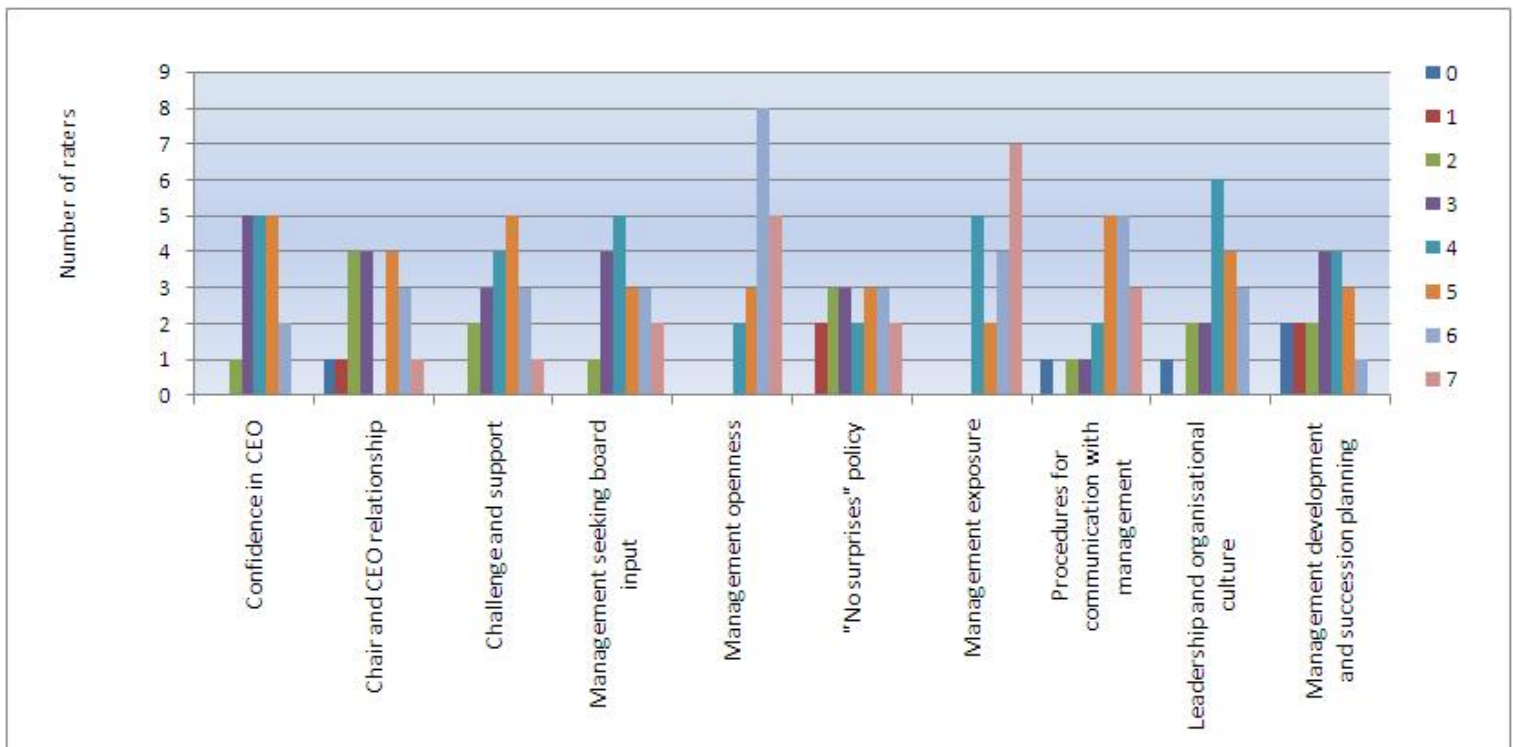


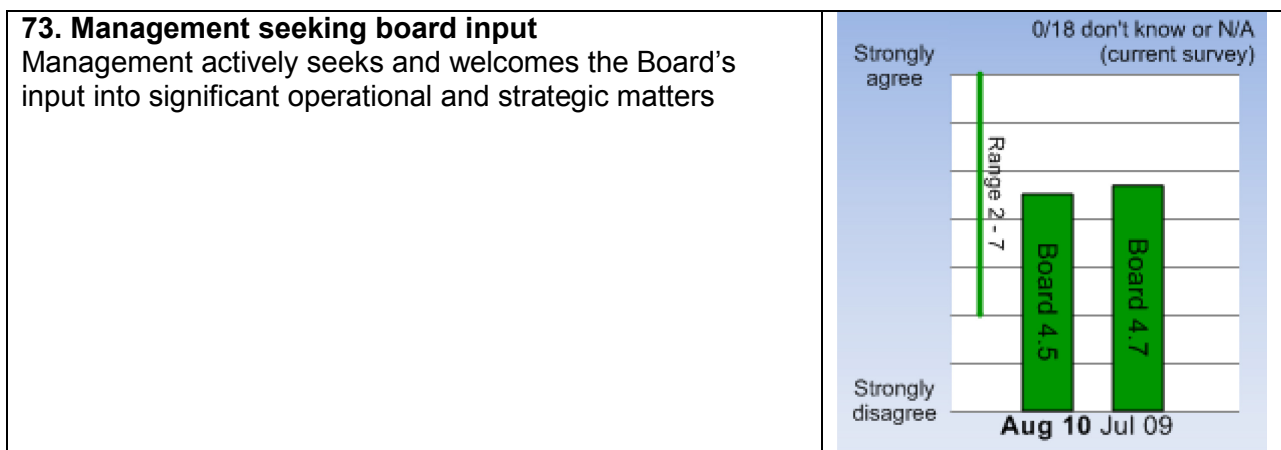
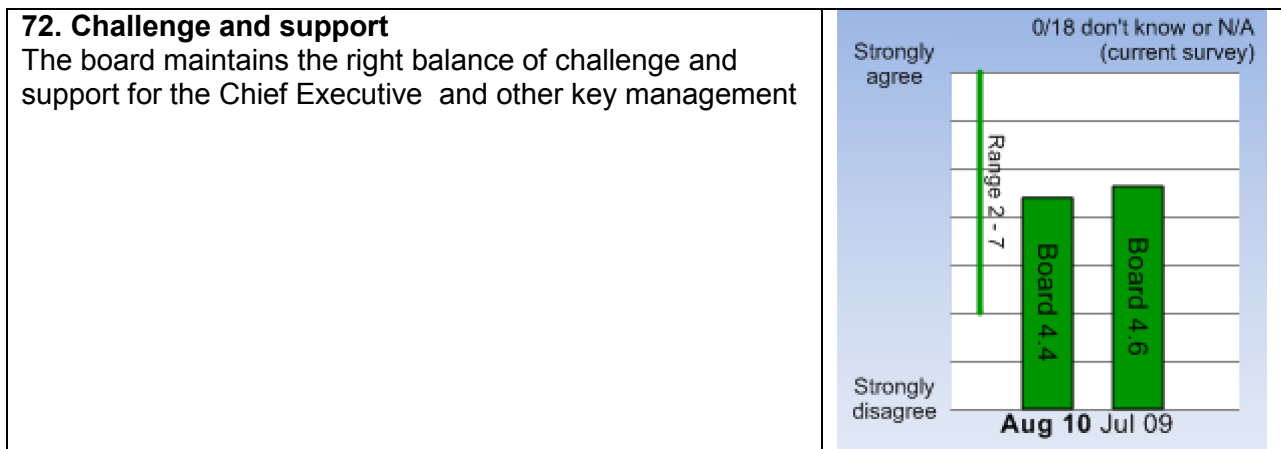
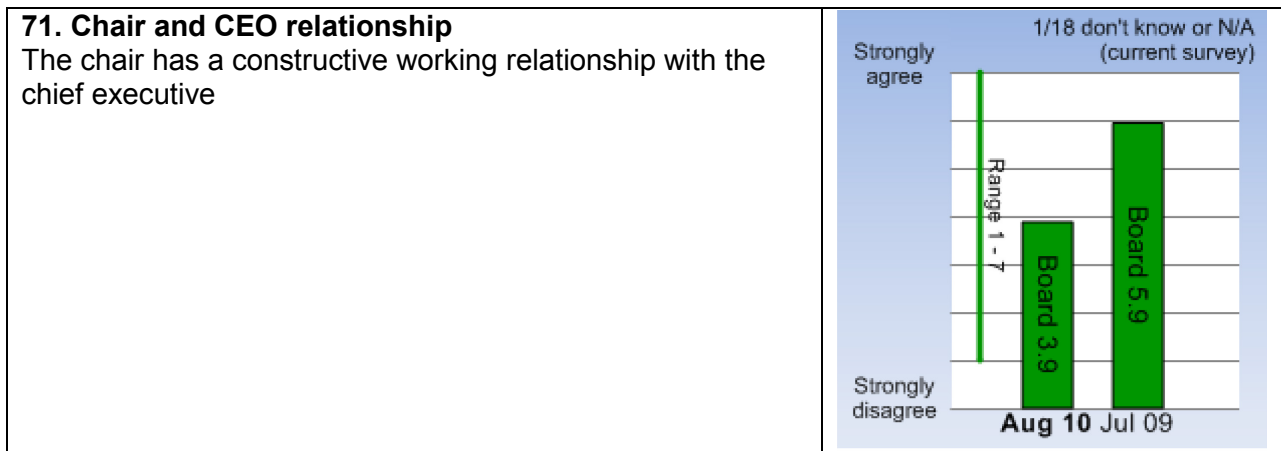
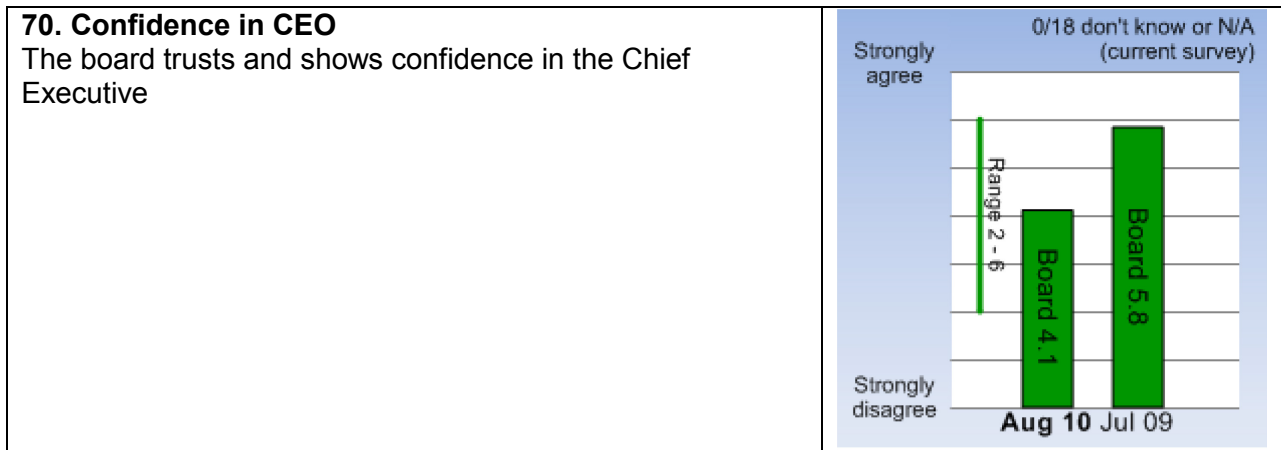
Question Set Summary (current survey)



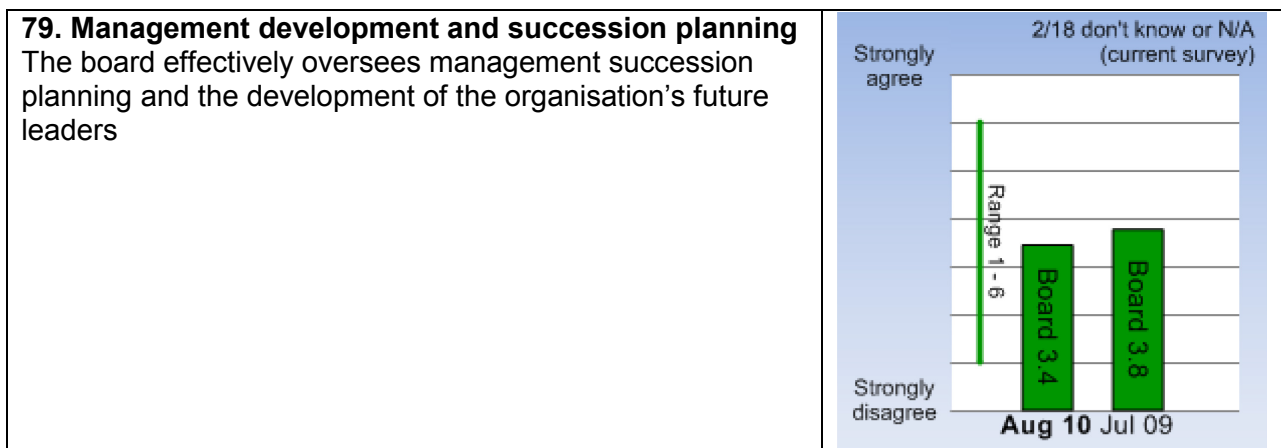
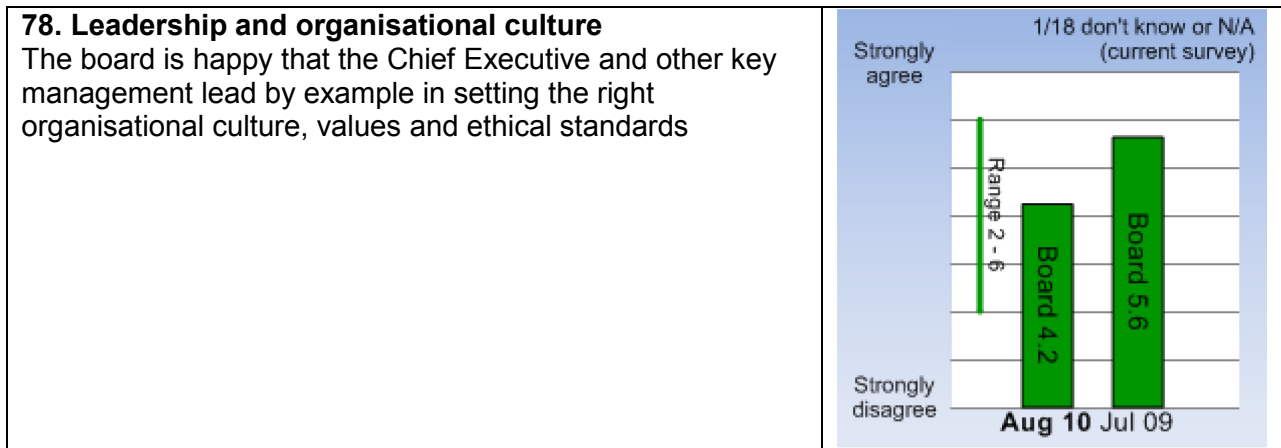
Appraisal Report - ICANN

| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|--|-----------|---|---|---|---|---|---|---|-------|--------|--------|------|-----|
| 70 | Confidence in CEO | | | 1 | 5 | 5 | 5 | 2 | | 18 | 4.1 | 4 | 3 | 1.1 |
| 71 | Chair and CEO relationship | 1 | 1 | 4 | 4 | | 4 | 3 | 1 | 18 | 3.9 | 3 | 2 | 1.8 |
| 72 | Challenge and support | | | 2 | 3 | 4 | 5 | 3 | 1 | 18 | 4.4 | 4.5 | 5 | 1.4 |
| 73 | Management seeking board input | | | 1 | 4 | 5 | 3 | 3 | 2 | 18 | 4.5 | 4 | 4 | 1.5 |
| 74 | Management openness | | | | | 2 | 3 | 8 | 5 | 18 | 5.9 | 6 | 6 | 1 |
| 75 | "No surprises" policy | | 2 | 3 | 3 | 2 | 3 | 3 | 2 | 18 | 4.0 | 4 | 2 | 2 |
| 76 | Management exposure | | | | | 5 | 2 | 4 | 7 | 18 | 5.7 | 6 | 7 | 1.3 |
| 77 | Procedures for communication with management | 1 | | 1 | 1 | 2 | 5 | 5 | 3 | 18 | 5.2 | 5 | 5 | 1.4 |
| 78 | Leadership and organisational culture | 1 | | 2 | 2 | 6 | 4 | 3 | | 18 | 4.2 | 4 | 4 | 1.3 |
| 79 | Management development and succession planning | 2 | 2 | 2 | 4 | 4 | 3 | 1 | | 18 | 3.4 | 3.5 | 3 | 1.5 |





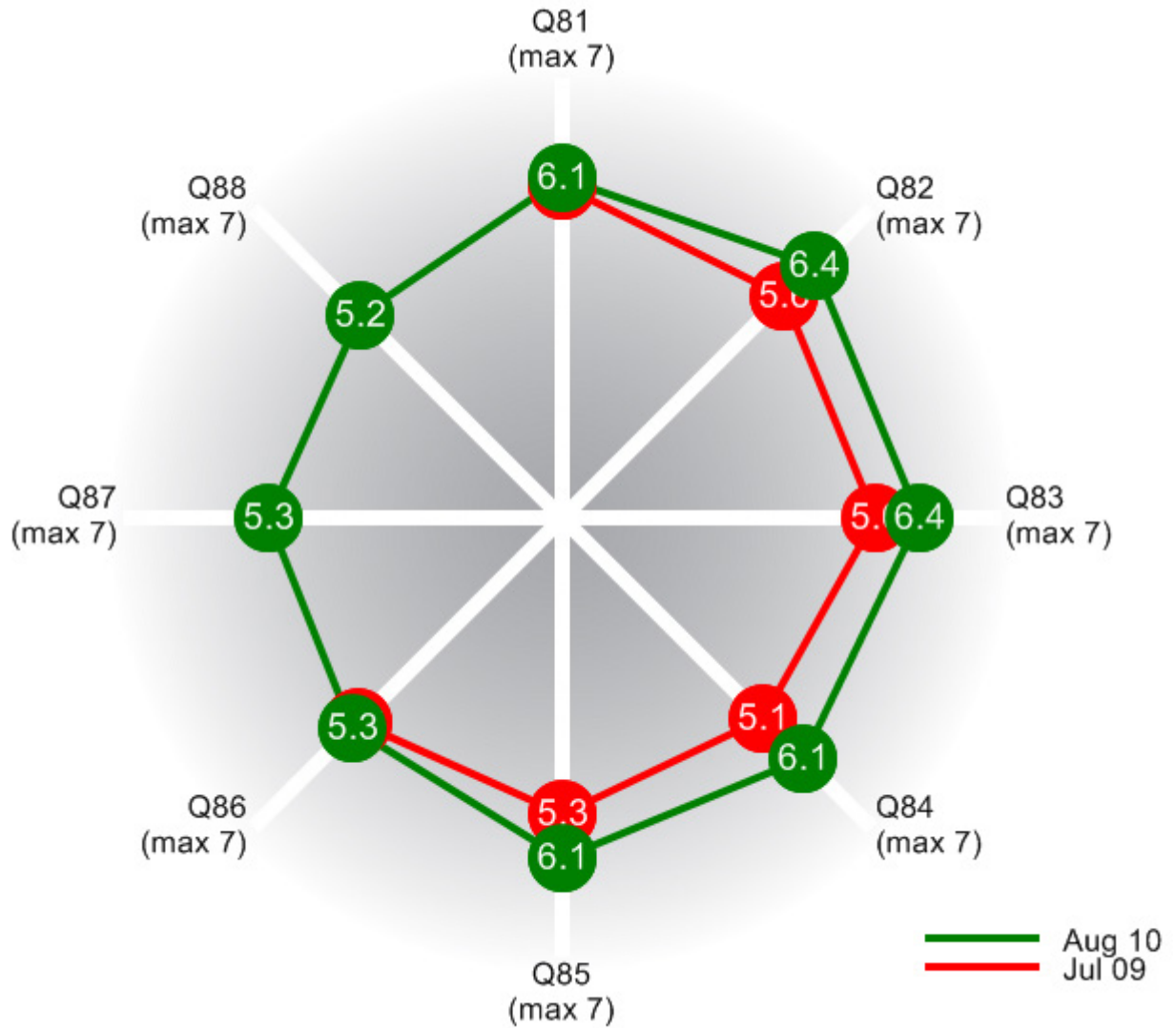
| | |
|---|---|
| <p>74. Management openness The board encourages the Chief Executive and other key management to be candid and constructive in raising issues with the board</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 4 - 7</p> <p>Board 5.9</p> <p>Board 5.8</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>75. "No surprises" policy Adverse news and warning signs are communicated by management in time to avoid crises and surprises</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Board 4.0</p> <p>Board 4.4</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>76. Management exposure Directors have the right level of exposure to key management at board meetings</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 4 - 7</p> <p>Board 5.7</p> <p>Board 5.2</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>77. Procedures for communication with management The board has agreed procedures for communication between directors and management outside board meetings, requiring the knowledge and agreement of the Chief Executive and, where appropriate, the Chair</p> | <p>1/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 2 - 7</p> <p>Board 5.2</p> <p>Board 3.7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



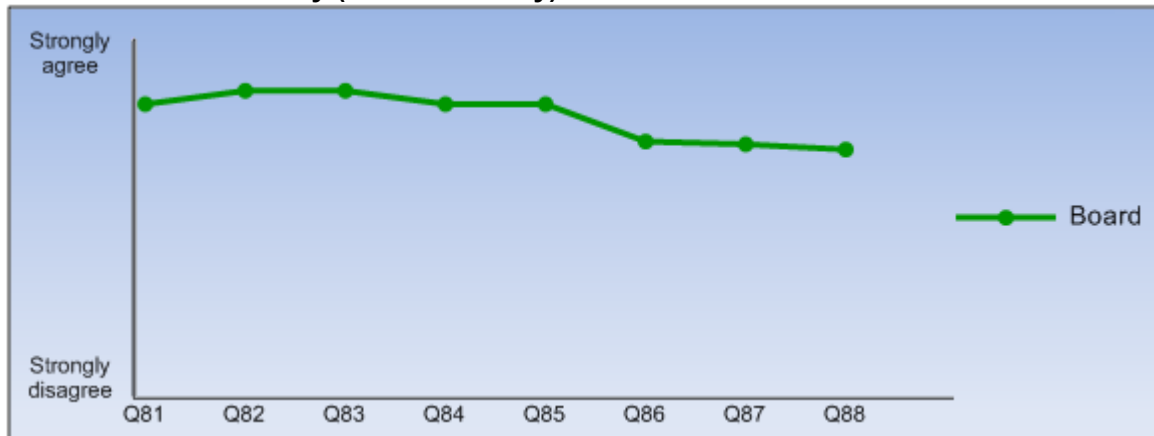
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

Culture

Question Set Summary (Board only)

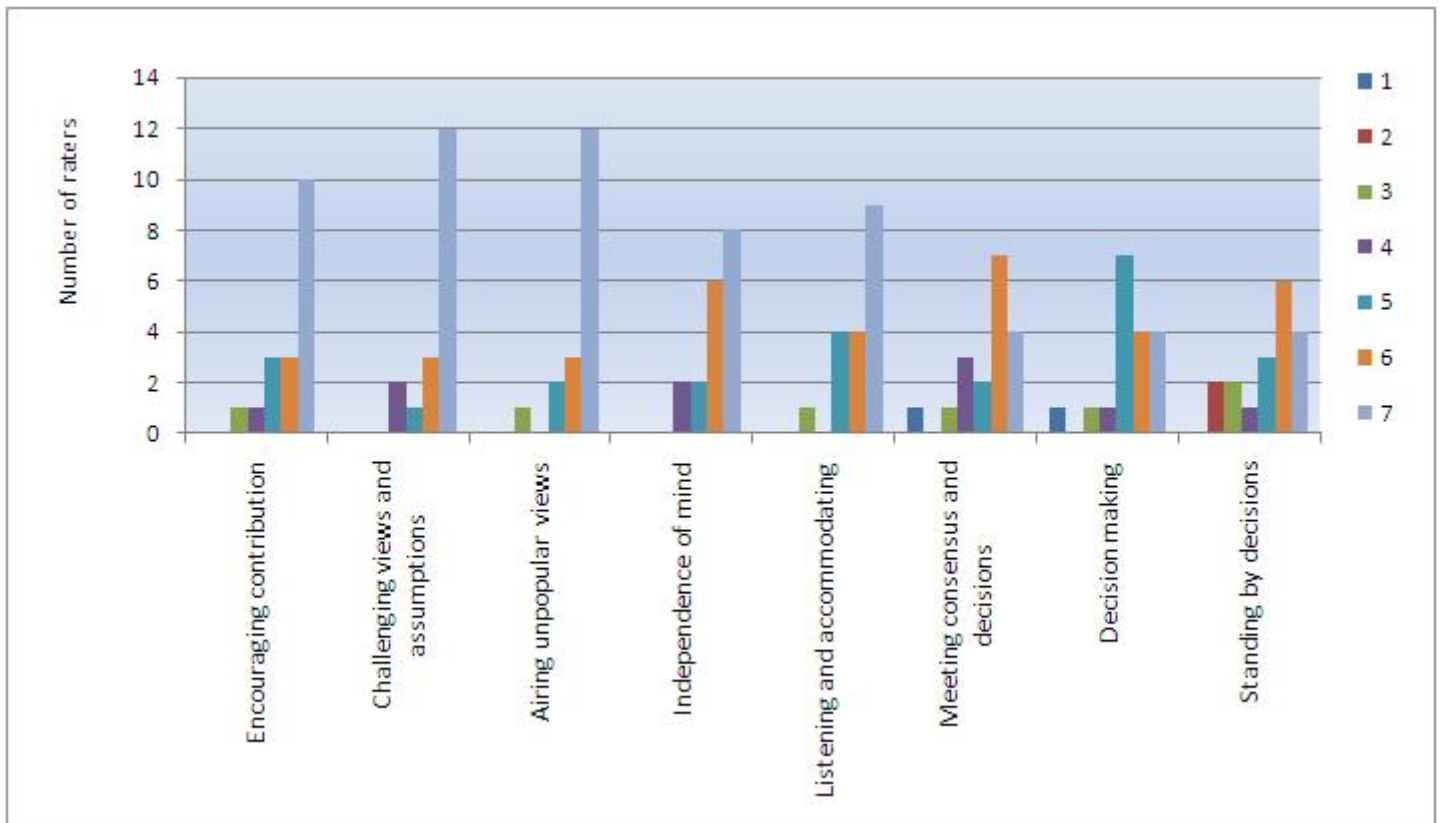


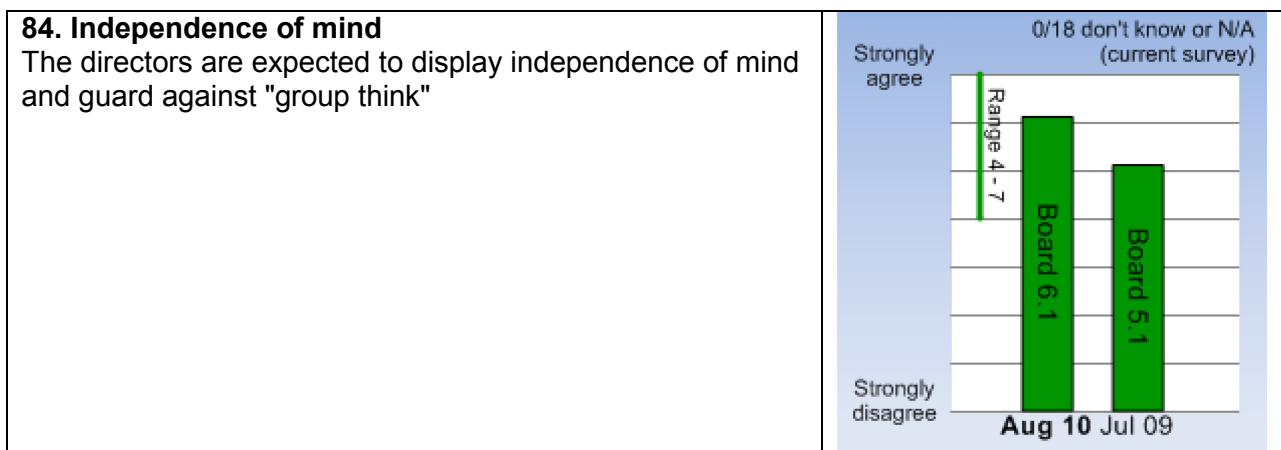
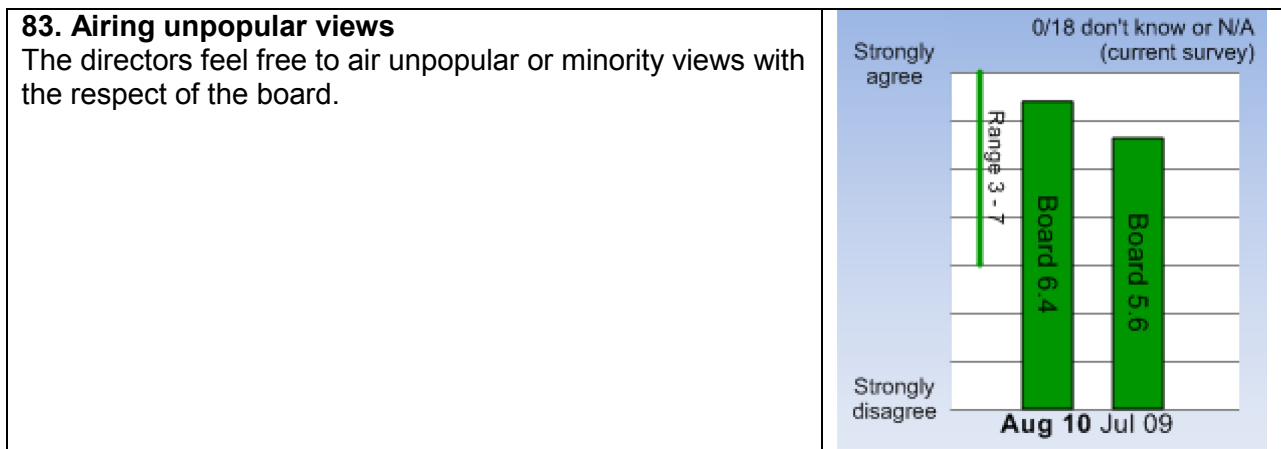
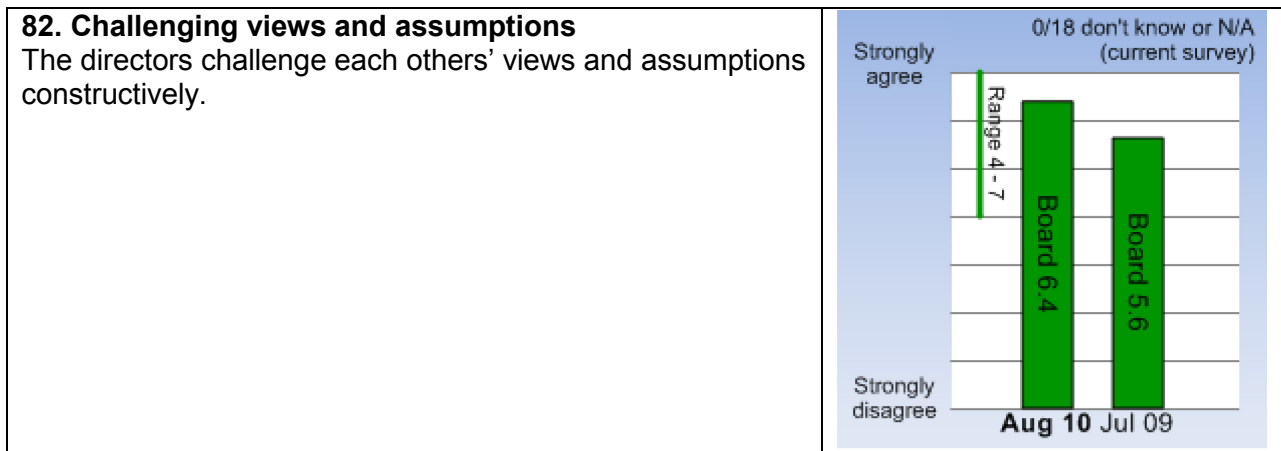
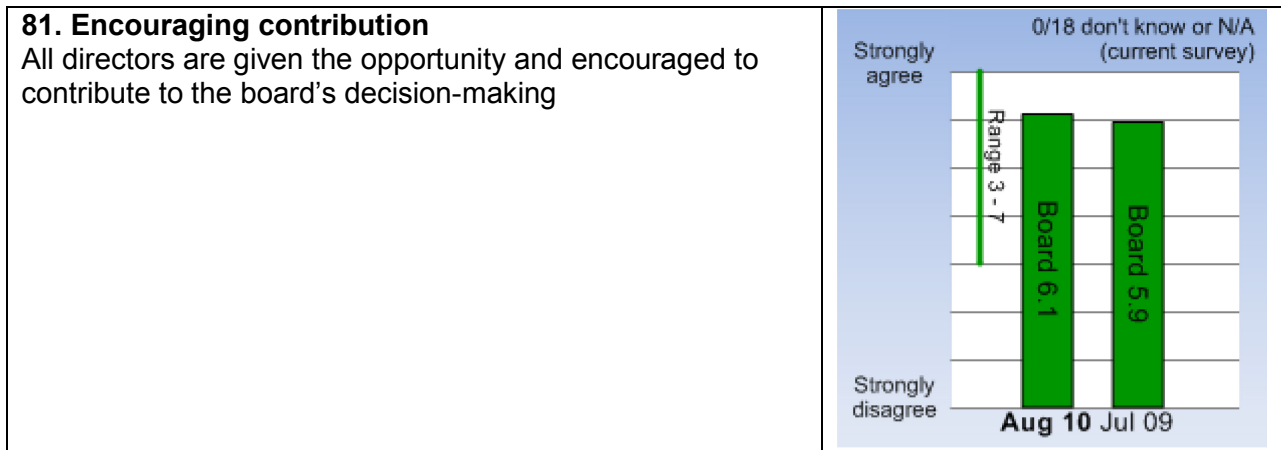
Question Set Summary (current survey)

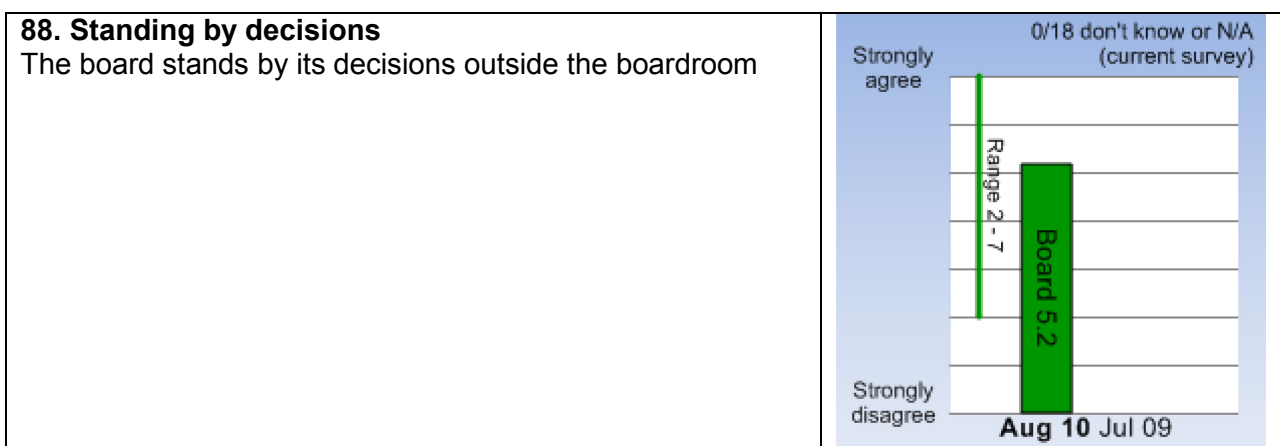
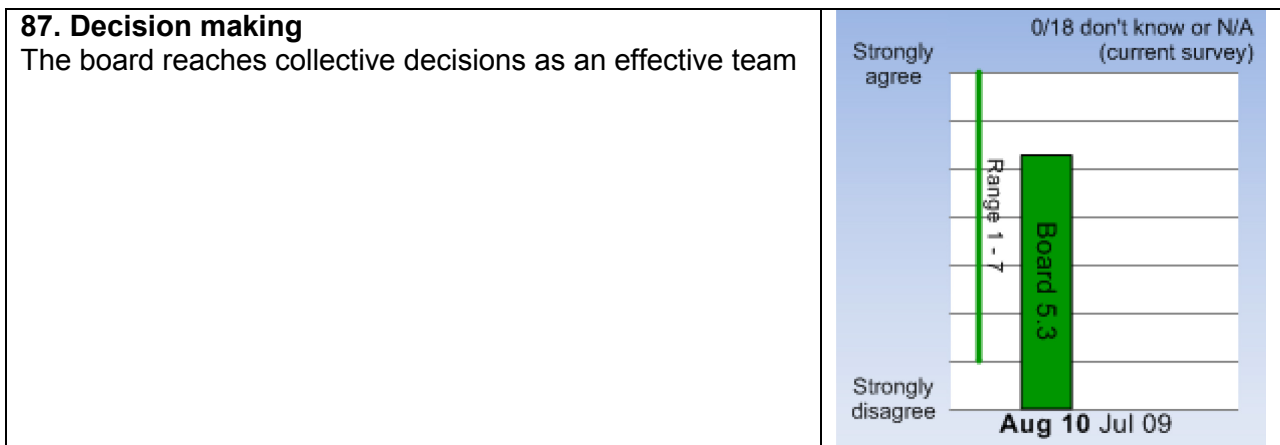
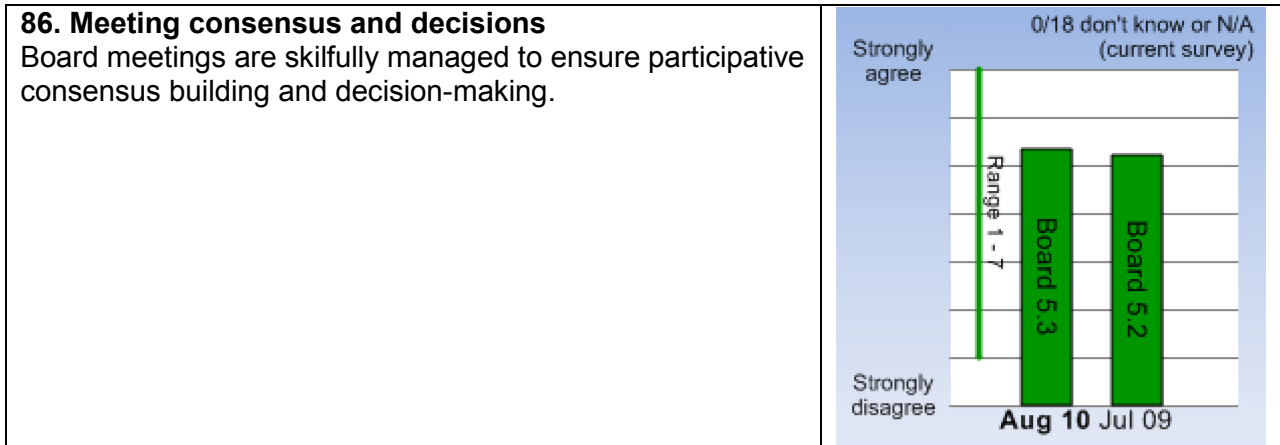
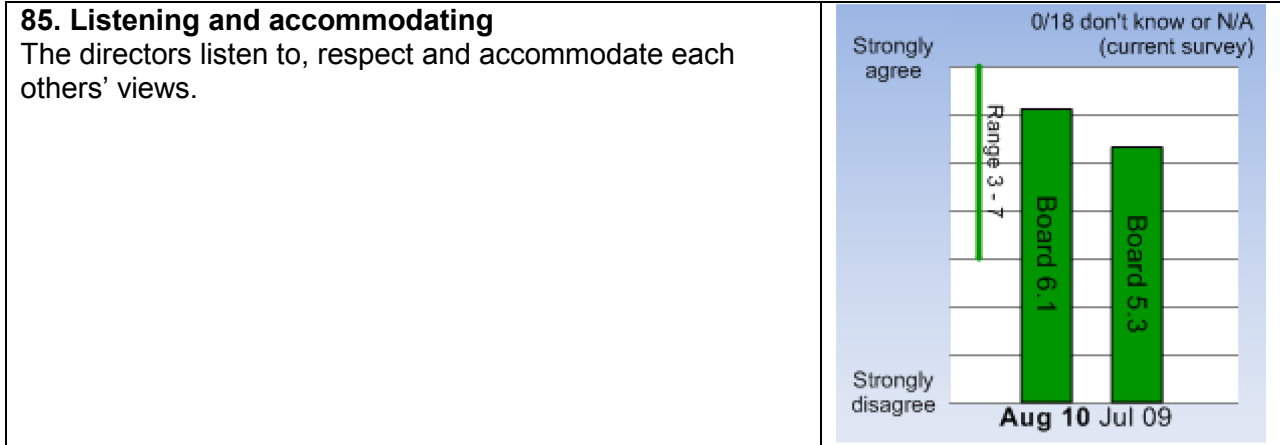


Appraisal Report - ICANN

| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Median | Mode | SD |
|----|-----------------------------------|-----------|---|---|---|---|---|---|----|-------|--------|--------|------|------|
| 81 | Encouraging contribution | | | | 1 | 1 | 3 | 3 | 10 | 18 | 6.1 | 7 | 7 | 1.23 |
| 82 | Challenging views and assumptions | | | | | 2 | 1 | 3 | 12 | 18 | 6.4 | 7 | 7 | 1.04 |
| 83 | Airing unpopular views | | | | 1 | | 2 | 3 | 12 | 18 | 6.4 | 7 | 7 | 1.09 |
| 84 | Independence of mind | | | | | 2 | 2 | 6 | 8 | 18 | 6.1 | 6 | 7 | 1.02 |
| 85 | Listening and accommodating | | | | 1 | | 4 | 4 | 9 | 18 | 6.1 | 6.5 | 7 | 1.13 |
| 86 | Meeting consensus and decisions | | 1 | | 1 | 3 | 2 | 7 | 4 | 18 | 5.3 | 6 | 6 | 1.61 |
| 87 | Decision making | | 1 | | 1 | 1 | 7 | 4 | 4 | 18 | 5.3 | 5 | 5 | 1.53 |
| 88 | Standing by decisions | | | 2 | 2 | 1 | 3 | 6 | 4 | 18 | 5.2 | 6 | 6 | 1.69 |



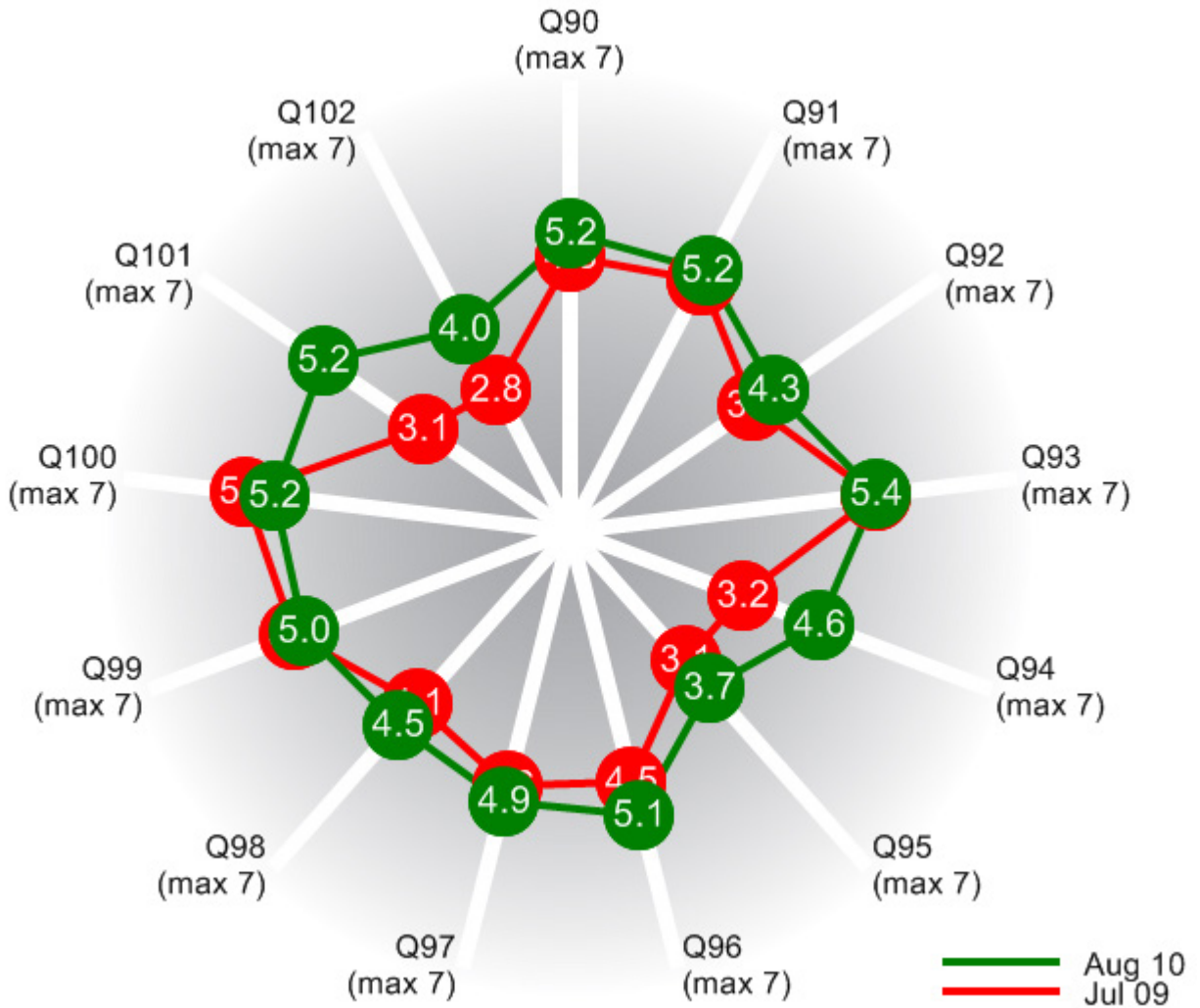




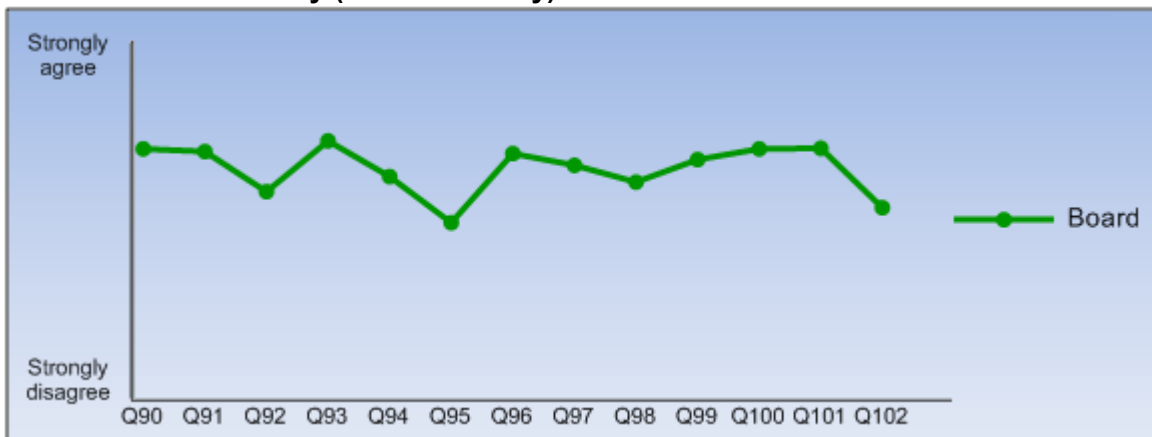
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Capability

Question Set Summary (Board only)

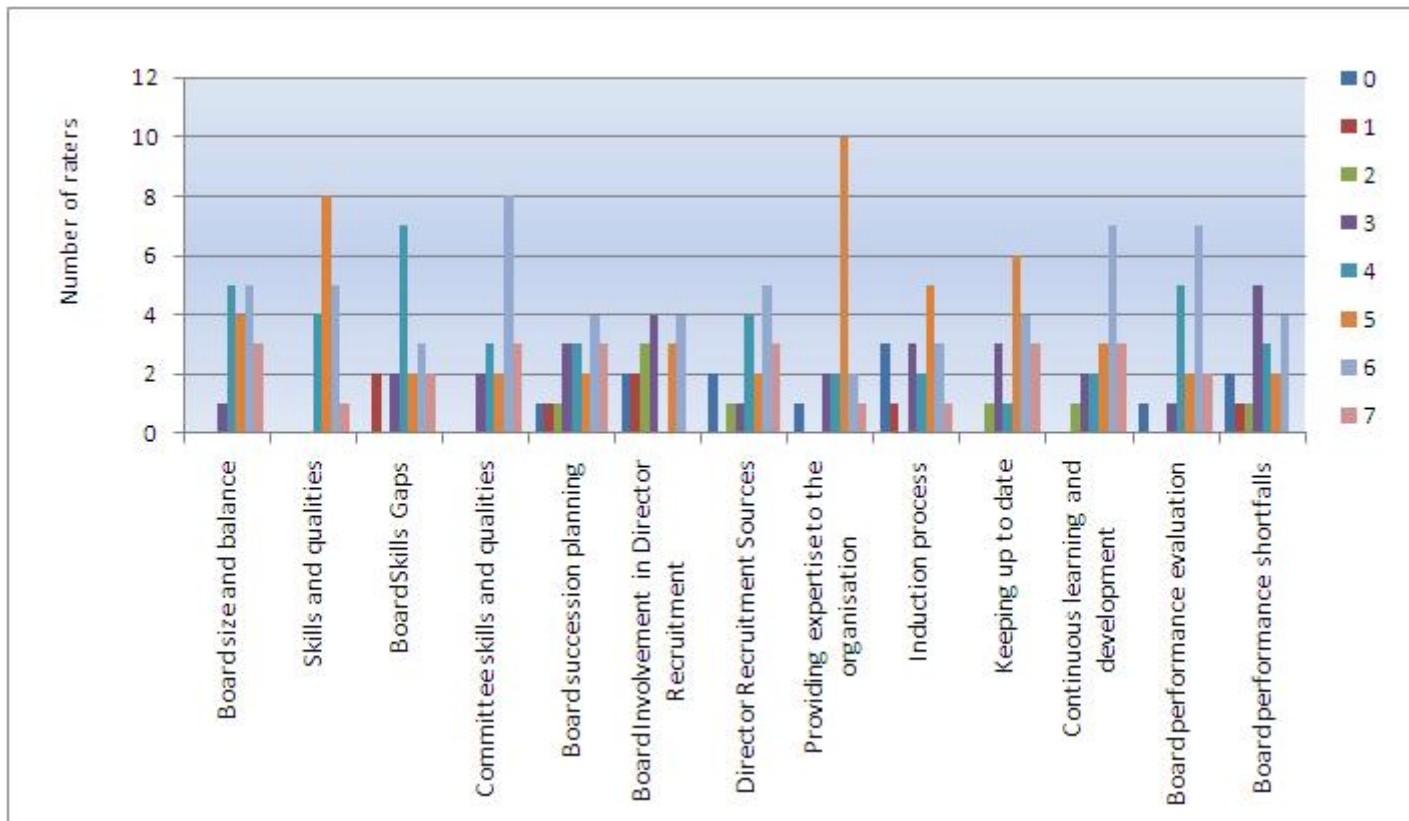


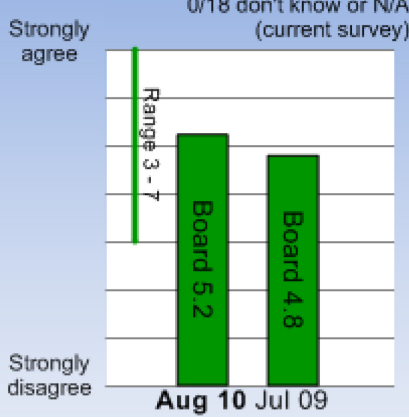
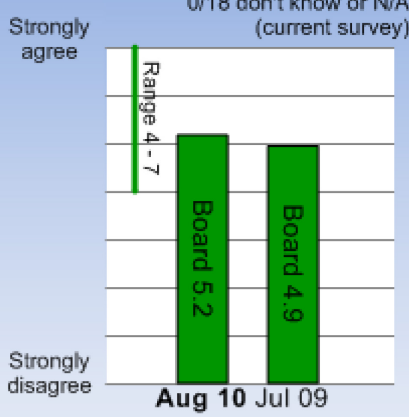
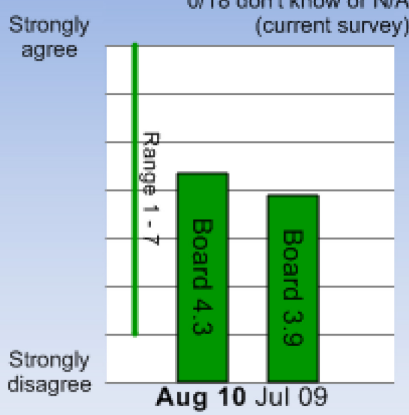
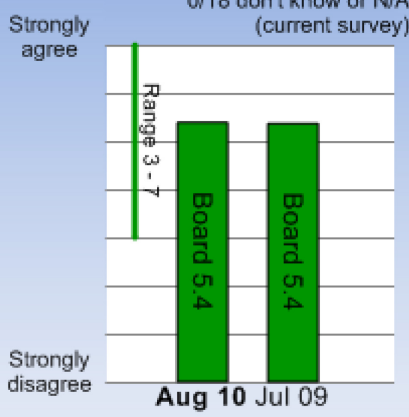
Question Set Summary (current survey)

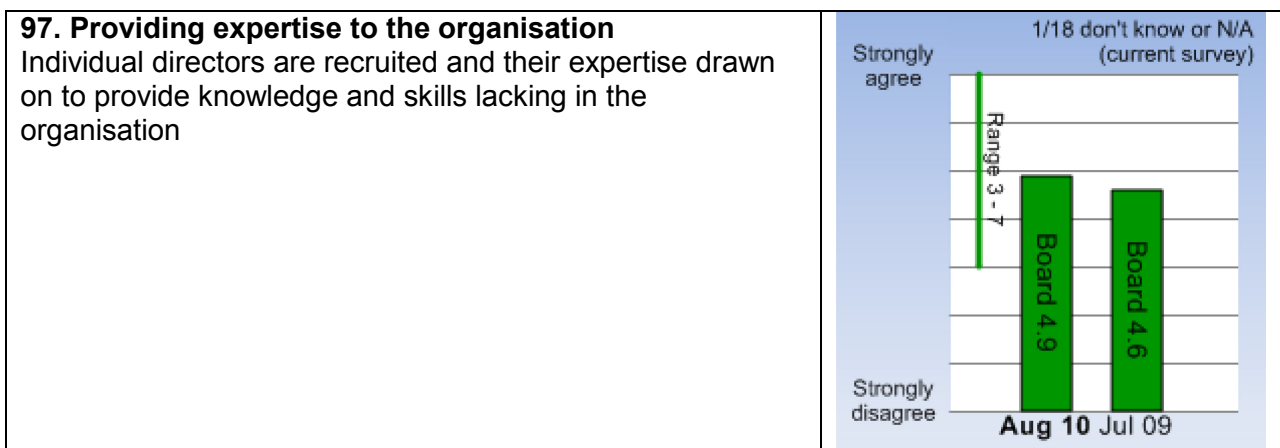
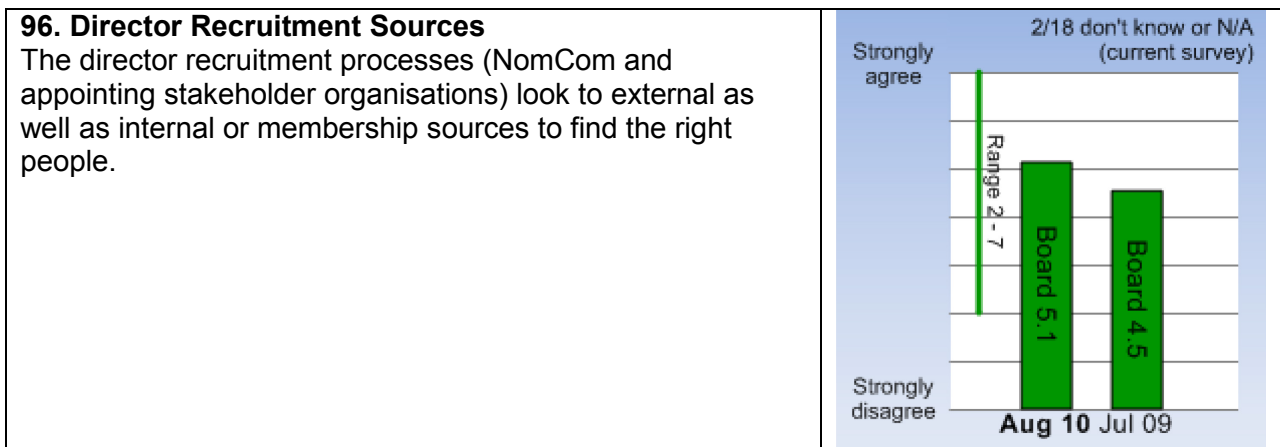
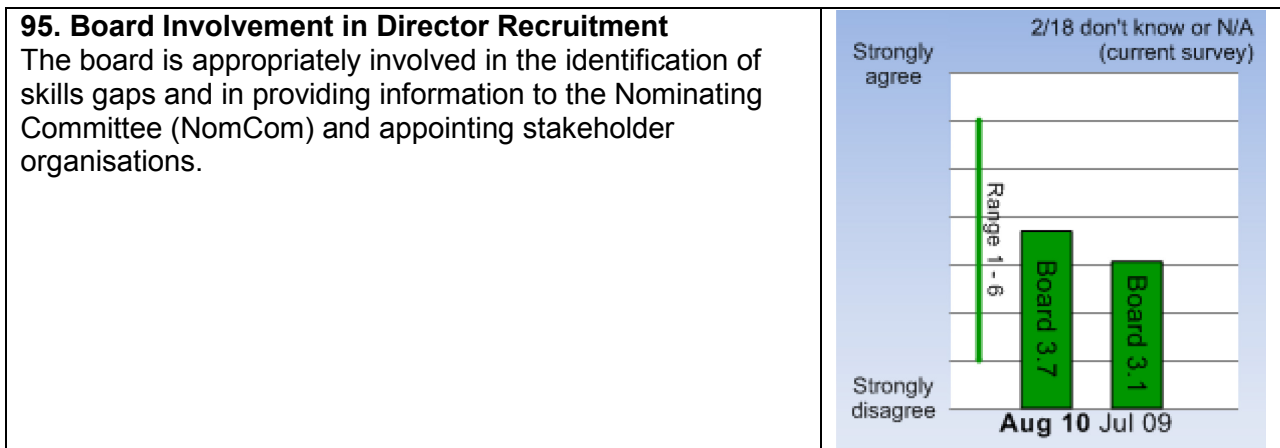
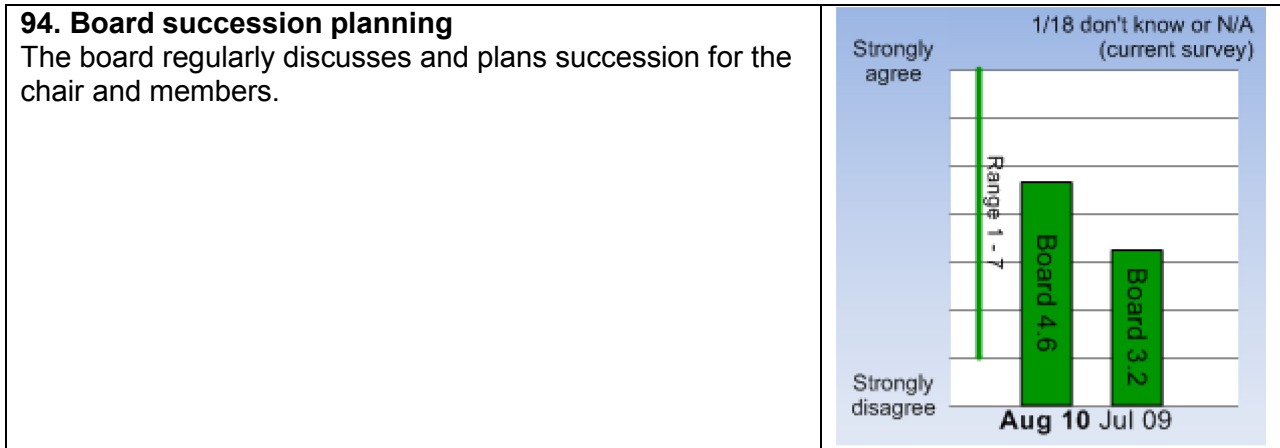


Appraisal Report - ICANN

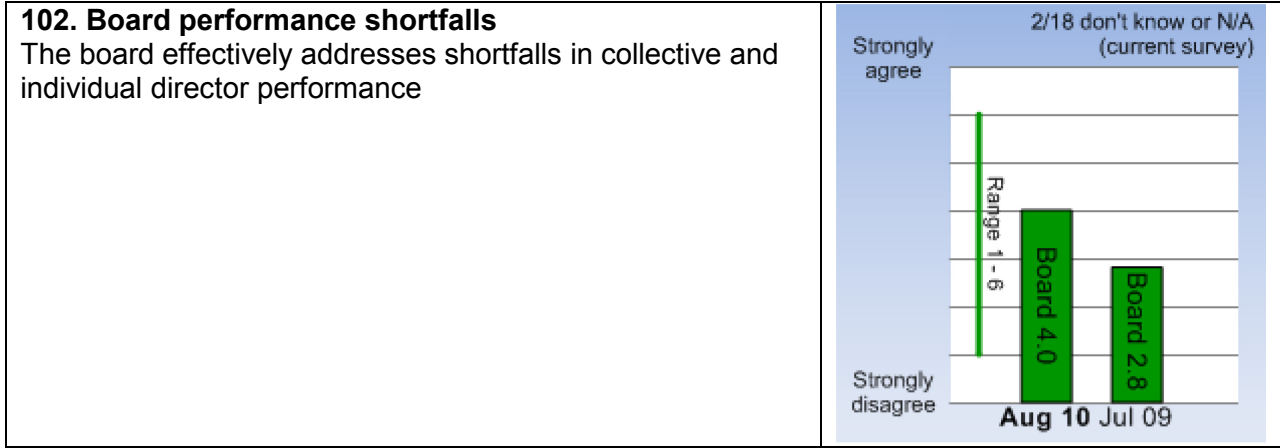
| # | Question name | DK or N/A | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | BD Ave | Media n | Mod e | SD |
|-----|---|-----------|---|---|---|---|---|---|----|-------|--------|---------|-------|------|
| 90 | Board size and balance | | | | 1 | 5 | 4 | 5 | 3 | 18 | 5.2 | 5 | 4 | 1.22 |
| 91 | Skills and qualities | | | | 4 | 8 | 5 | 1 | 18 | 5.2 | 5 | 5 | 0.86 | |
| 92 | Board Skills Gaps | | 2 | | 2 | 7 | 2 | 3 | 2 | 18 | 4.3 | 4 | 4 | 1.71 |
| 93 | Committee skills and qualities | | | | 2 | 3 | 2 | 8 | 3 | 18 | 5.4 | 6 | 6 | 1.29 |
| 94 | Board succession planning | 1 | 1 | 1 | 3 | 3 | 2 | 4 | 3 | 18 | 4.6 | 5 | 6 | 1.84 |
| 95 | Board Involvement in Director Recruitment | 2 | 2 | 3 | 4 | | 3 | 4 | | 18 | 3.7 | 3 | 3 | 1.85 |
| 96 | Director Recruitment Sources | 2 | | 1 | 1 | 4 | 2 | 5 | 3 | 18 | 5.1 | 5.5 | 6 | 1.50 |
| 97 | Providing expertise to the organisation | 1 | | | 2 | 2 | 1 | 2 | 1 | 18 | 4.9 | 5 | 5 | 0.99 |
| 98 | Induction process | 3 | 1 | | 3 | 2 | 5 | 3 | 1 | 18 | 4.5 | 5 | 5 | 1.55 |
| 99 | Keeping up to date | | | 1 | 3 | 1 | 6 | 4 | 3 | 18 | 5.0 | 5 | 5 | 1.50 |
| 100 | Continuous learning and development | | | 1 | 2 | 2 | 3 | 7 | 3 | 18 | 5.2 | 6 | 6 | 1.48 |
| 101 | Board performance evaluation | 1 | | | 1 | 5 | 2 | 7 | 2 | 18 | 5.2 | 6 | 6 | 1.20 |
| 102 | Board performance shortfalls | 2 | 1 | 1 | 5 | 3 | 2 | 4 | | 18 | 4.0 | 4 | 3 | 1.55 |



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| <p>90. Board size and balance The size and balance (e.g. proportion of independent directors) of the board suits the needs of the organisation</p> | <p>0/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.2</p> <p>Board 4.8</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>91. Skills and qualities The chair and directors have the right skills, qualities and diversity to govern the organisation effectively and add value.</p> | <p>0/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 4 - 7</p> <p>Board 5.2</p> <p>Board 4.9</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>92. Board Skills Gaps The board actively reviews its collective skills, qualities and experience to ensure that they continue to match the strategic needs of the organisation</p> | <p>0/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Board 4.3</p> <p>Board 3.9</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>93. Committee skills and qualities Chairs and members of the board's committees have the right skills and qualities for each committee to perform its role effectively</p> | <p>0/18 don't know or N/A (current survey)</p>  <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Board 5.4</p> <p>Board 5.4</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



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| <p>98. Induction process New directors go through a comprehensive and effective induction process.</p> | <p>3/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 1 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>99. Keeping up to date The board ensures that it is knowledgeable about the organisation and its sector and keeps up to date.</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 2 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>100. Continuous learning and development The board is committed to members' continuous learning and development as directors</p> | <p>0/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 2 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |
| <p>101. Board performance evaluation The board rigorously evaluates its individual and collective performance at least annually and uses the lessons learned in plans to improve board effectiveness</p> | <p>1/18 don't know or N/A (current survey)</p> <p>Strongly agree</p> <p>Range 3 - 7</p> <p>Strongly disagree</p> <p>Aug 10 Jul 09</p> |



[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

Overall

[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]