



Board Effectiveness Reviews



We don't just observe governance, we live it.

We support companies to build and maintain effective governance structures right sized to their size, resources and stage of development. We serve as Company Secretary to more than 20 London-listed businesses and support many more in the background. Our Governance Team attends over 250 board and board committee meetings every year. This gives us a front row seat to the challenges and opportunities faced by boards every day and this informs our forward-looking, pragmatic and supportive approach to our role.

250+



Board meetings attended annually

115+

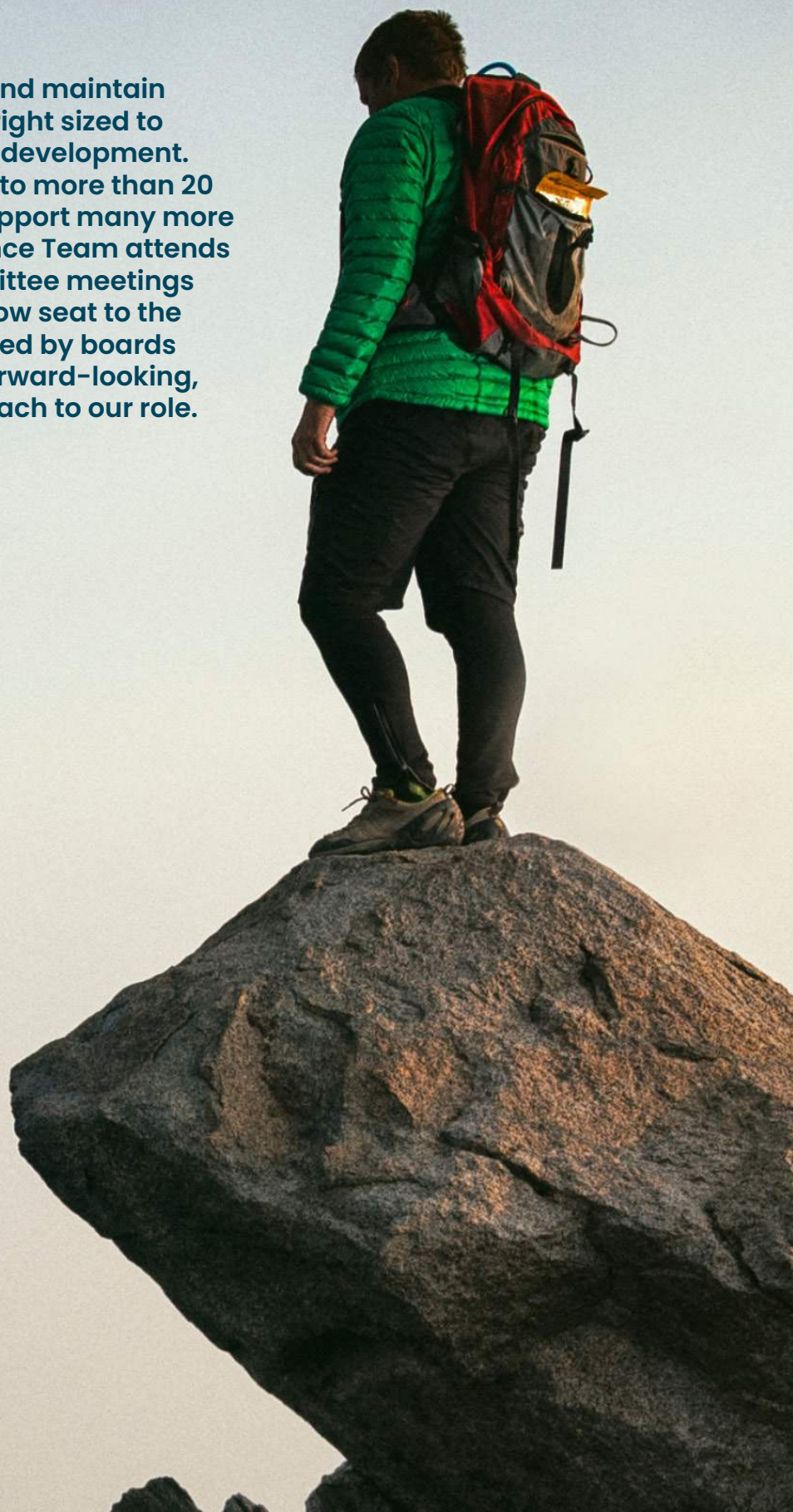


Listed companies supported each year

20+



Board Secretary for listed companies



What are Board Effectiveness Reviews?

An Opportunity to Reflect, Refocus and Realign

Board effectiveness reviews are structured evaluations designed to assess how effectively a company's board is operating. They go beyond compliance to offer insights that can help drive better decision making, more efficiency, stronger governance and long-term success.

Why They Matter

Board reviews aren't just a governance checkbox. They're a catalyst for stronger leadership, sharper strategy, and deeper trust. By evaluating how the board operates and aligns with its responsibilities, companies reinforce accountability, ensure regulatory alignment, and build confidence with investors and stakeholders.



What's Assessed

A robust board review looks beneath the surface. It explores the composition and dynamics of the board, the effectiveness of its leadership, and the quality of its decision-making. From committee performance to succession planning, each element is examined to ensure the board is fit for purpose, now and into the future.

- ✓ Board composition and diversity
- ✓ Chair and CEO effectiveness
- ✓ Committee performance
- ✓ Decision-making processes
- ✓ Culture and dynamics
- ✓ Succession planning

Maximising the Impact of Board Reviews

Boards and businesses change, develop and mature over time. Board effectiveness reviews are an opportunity to reflect on where you are now and make sure that the board has what it needs for optimal decision-making now and into the next stage of the Company's development.

Unlocking the Value of a Board Review



Strengthen board and director effectiveness



Support succession planning initiatives



Surface barriers to high performance



Validate board performance and assurance



Refresh and modernise board practices



Clarify internal perceptions of board leadership



Align governance for major structural or corporate change



Evidence best practice and Governance code compliance



Drive continuous improvement through targeted refinements



Foster a culture of accountability

Corporate Governance Code Requirements

Understanding the expectations of board performance reviews is essential for maintaining transparency, accountability, and strategic alignment. Both the QCA Corporate Governance Code (2023) and the FRC UK Corporate Governance Code (2024) outline clear principles for how boards should assess their effectiveness, individually and collectively.

Element	QCA Code (2023)	FRC Code (2024)
Principle	Principle 8: Evaluate board performance with clear objectives and continuous improvement	Principle L: Evaluate board and individual performance, composition, and collaboration
Process	Annual review (internal or external periodically)	Formal annual review; external review every 3 years for FTSE 350
Disclosure	Summary of process, last year's review, outcomes, progress, and any ad hoc reviews	Description of process, external reviewer's role, outcomes, and impact on composition

Planning for a Board Effectiveness Review

A board effectiveness review can drive improvement, alignment, and strategic clarity. This three-step framework helps boards turn reflection into impact, whether refreshing practices, planning succession, or aligning governance with change.

Step 1: Plan with Purpose and Clarity

Clarify your objectives and align timing with the board's annual rhythm, secure buy-in by communicating the strategic value, set a constructive tone, and encourage candid, forward-looking engagement throughout the process.

Step 2: Choose the Right Approach

Tailor your approach to fit board culture and objectives, from questionnaires, interviews, and skills mapping to performance reviews, meeting observation, and SLT input. Consider external facilitation where it adds value.

Step 3: Act on the Results with Purpose

Review findings with a growth mindset, recognise strengths, explore surprises, and use insights to spark discussion. Agree actions, assign accountability, track progress with metrics and follow-up, and reflect outcomes in governance disclosures.

Tailored Board Review Packages for Every Stage of Governance

At One Advisory, we understand that no two boards are alike. Whether you're a well-established board seeking a light-touch review or navigating a major transition, our tiered packages offer the flexibility and depth you need. Explore the options below to find the right fit for your board's ambitions and challenges. These options can be further tailored to suit your needs.

Elements	OA Desktop Basic	OA Desktop Essentials	OA Desktop Comprehensive	OA Interactive Essentials	OA Interactive Comprehensive	OA Interactive Advanced
Scoping meetings		✓	✓	✓	✓	✓
Director questionnaires	✓	✓	✓	✓	✓	✓
Co Sec/SLT questionnaires			Co Sec only		Co Sec only	✓
Skills mapping			✓		✓	✓
NED evaluation questionnaires						✓
Director interviews				✓	✓	✓
Co Sec/SLT interviews					Co Sec only	✓
Meeting observations					✓	✓
Board report and minutes review		✓	✓		✓	✓
Governance structure review			✓		✓	✓
Analysis and written recommendations	✓	✓	✓	✓	✓	✓
Succession planning review						✓
Meeting with Chair to discuss results		✓	✓		✓	✓
Board presentation				✓	✓	✓
Draft ARA Disclosures			✓		✓	✓
Six month follow up						✓
ARA governance disclosures review & recommendations						✓

Working With One Advisory

We offer a flexible suite of board evaluation services, from internal facilitation to fully external reviews, designed to deliver clear, pragmatic insights and actionable outcomes.

Our tech-enabled questionnaires allow you to benchmark performance against peers and track progress year-on-year. Reviews are conducted by a senior team with deep boardroom experience across diverse sectors, maturities, and governance models.

With multiple service levels available, each engagement can be tailored to your needs, and we provide ongoing support to help deliver your action plan. Our approach is collaborative, forward-looking, and grounded in practical value.

Contacts



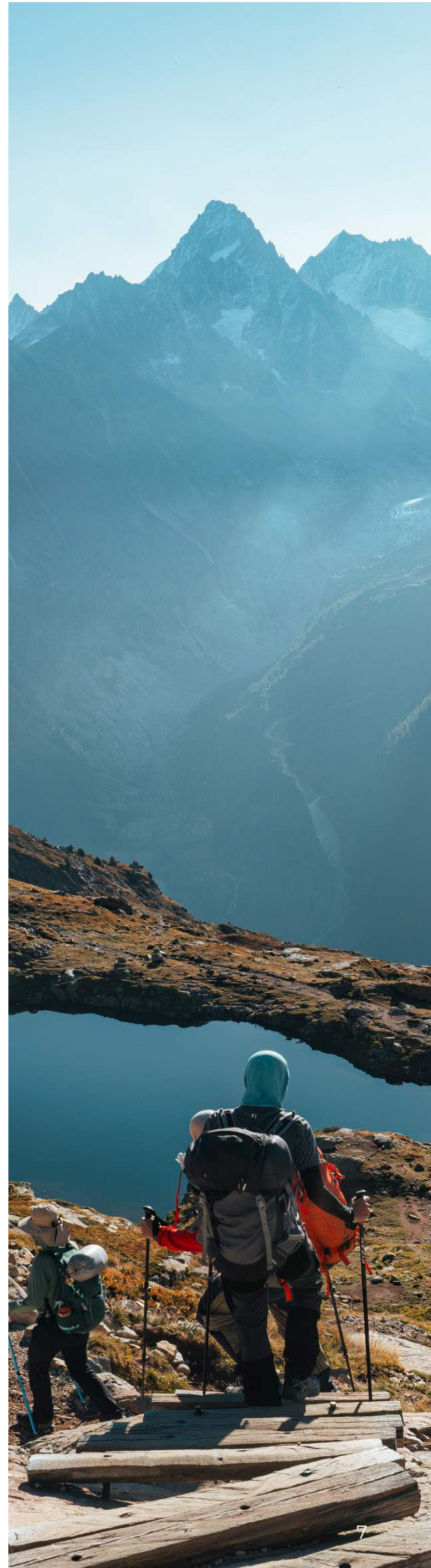
Laura Nuttall ACG
Partner
Governance
+44(0)7511 604 857
laura.nuttall@oneadvisory.london



Angie Boothroyd FCG
Director
Governance
+44 (0)7989 747 845
angie.boothroyd@oneadvisory.london



Paul Johnston ACG
Associate Director
Governance
+44 (0)7789 568 169
paul.johnston@oneadvisory.london





One Advisory Limited

110 Cannon Street
London EC4N 6EU
United Kingdom

One Advisory Limited is incorporated in England and Wales with company number 05226417. One Advisory Limited is a registered training provider for the ICAEW.

November 2025

oneadvisory.london