

Appendix 1

Sample board charter

Draft charter

Part 1 – Interpretation

In this charter:

- Act means the Companies Act 1993
- Board means the board of directors of the company
- Business means the business of the company
- CEO means the chief executive officer of the company
- Chair means the chair of the board
- Company means [name of the company]
- Company goals means the goals of the company as set out in part 2
- Deputy-chair means the deputy chair of the board
- Management means the management personnel of the company
- Management limitations means the limitations on the actions of management as set out in part 2
- Members means members of the board
- Secretary means the board secretary or the person normally exercising the functions of a board secretary
- Shareholders means the shareholders of the company.

Part 2 – Company goals

General

The purpose of the company is [purpose].

The capital and resources of the company will be allocated to those assets and activities which will enable it to achieve the company goals in a manner best serving the interests of the shareholders as a whole.

Part 3 – Board governance process

Role of the board

The role of the board is to effectively represent, and promote the interests of, shareholders with a view to adding long-term value to the company's shares. Having regard to its role the board will direct, and supervise the management of, the business and affairs of the company including, in particular:

- ensuring that the company goals are clearly established, and strategies are in place for achieving them (such strategies being expected to originate, in the first instance, from management)
- establishing policies for strengthening the performance of the company including ensuring that management is proactively seeking to build the business through innovation, initiative, technology, new products and the development of its business capital
- monitoring the performance of management

- appointing the CEO, setting the terms of the CEO's employment contract and, where necessary, terminating the CEO's employment with the company
- deciding on whatever steps are necessary to protect the company's financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken
- ensuring the company's financial statements are true and fair and otherwise conform with law
- ensuring the company adheres to high standards of ethics and corporate behaviour
- ensuring the company has appropriate risk management/ regulatory compliance policies in place.

In the normal course of events, day-to-day management of the company will be in the hands of management.

The board will satisfy itself that the company is achieving the company goals.

The board's relationship with shareholders

The board will use its best endeavours to familiarise itself with issues of concern to shareholders. The board will regularly evaluate economic, political, social and legal issues and any other relevant external matters that may influence or affect the development of the business or the interests of shareholders and, if thought appropriate, will take outside expert advice on these matters.

The board's relationship with other stakeholders

The board will use its best endeavours to familiarise itself with issues of concern to all relevant stakeholders. The board recognises that the company's long-term survival and prosperity are closely intertwined with the environments and markets within which it operates and the extent to which the company is seen as a responsible corporate citizen.

Board procedures

The conduct of members will be consistent with their duties and responsibilities to the company and, indirectly, to shareholders. The board will be disciplined in carrying out its role, with the emphasis on strategic issues and policy. Members will always act within any limitations imposed by the board on its activities.

Members will use their best endeavours to attend board meetings and to prepare thoroughly. Members are expected to participate fully, frankly and constructively in board discussions and other activities and to bring the benefit of their particular knowledge, skills and abilities to the board table. Members unable to attend a meeting will advise the chair at the earliest date possible and confirm in writing to the secretary.

Sample Board Of Directors Charter

Robert R. Moeller



Sample Board Of Directors Charter:

The Private Company Board of Directors Book, 2nd Edition Elizabeth Hammack, 2022-01-25 THE PRIVATE COMPANY BOARD OF DIRECTORS BOOK 2ND EDITION tells you what a Board of Directors is and what it does for a company whether you are a founder of a new start up company an owner of an established family business a business person looking to join a Board of Directors a lawyer needing to know about Boards for a client or just someone curious about the subject It quickly covers basic governance concepts Director duties Board structure and composition Risk Management and Strategy Director qualities and provides sample documents for your reference and use in your Company THE PRIVATE COMPANY BOARD OF DIRECTORS BOOK 2ND EDITION provides the essential facts you need to know about what a board of directors is and what it does for a company whether you are founding a new start up company an owner of an established business a businessperson looking to join a board of directors a lawyer needing to know about boards for a client or just someone curious about the subject This book is short and succinct with facts and suggestions easily and readily applied to the situations that private company owners and directors regularly face This 2nd Edition adds more insights and includes overviews of risk management and the roles directors play as direct participants as well as overseers of the larger risk management function Quickly get up to speed on corporate governance risk management corporate ethics director duties and liabilities and more Everything you need to be a great private company director or to create a high value board of directors for a private company

Audit Committee Essentials Curtis C. Verschoor, 2008-04-30 Praise for Audit Committee Essentials Audit Committee Essentials is an excellent and comprehensive resource documented with key references and illustrated with real life company examples for all types of commercial and nonprofit enterprises Dr Verschoor brings into focus the intertwined impact of risk management internal controls and ethics on oversight responsibilities for both the audit committee and the entire board of directors From my personal perspective as an audit committee member and as a director of both profit and nonprofit entities this book should be required reading for corporate management boards of directors and their committees George K Gill Chairman and CEO of PetAg Inc Director and member of the Investment and Audit Committees of the United Methodist Foundation of Northern Illinois Maintaining the highest ethical standards is critical to the success of not for profits in today's world Dr Verschoor's book provides a practical highly prescriptive approach to ensuring that governance processes meet the highest expectations of managers employees volunteers contributors and other stakeholders I am very impressed with the readability of the book It definitely raises one's awareness of the need for a thought out plan that ensures strong financial and ethical credibility John S Maxson President and CEO Greater North Michigan Avenue Association Chicago Illinois A concise and readable account of the audit committee's roles and responsibilities The Sarbanes Oxley Act has changed the way all corporations now operate regardless of size In Audit Committee Essentials governance expert Curtis Verschoor explains with great detail and razor sharp precision why internal

control is so critical emphasizing financial literacy a requirement under Sarbanes Oxley as well as oversight of the financial reporting process and related controls ethics and the internal and independent audits Written for seasoned professionals as well as newly assigned board members Audit Committee Essentials is a vital tool in order to stay abreast of the rapidly changing governance requirements and responsibilities of audit committees Sarbanes-Oxley For Dummies Jill Gilbert Welytok,2006-02-10 Whether you re a CEO or a file clerk it s important to understand Sarbanes Oxley the post Enron legislation aimed at keeping corporations honest and ethical However with over eighty pages of dense wordy language in the statute and thousands of pages of related congressional hearings getting a firm grip of SOX can fluster even the most well informed businessperson Sarbanes Oxley For Dummies is the no nonsense plain English guide to this new law that leads you through its rules and pronouncements giving you a sense of how to anticipate future trends and traps in this area of the law With this trusty book you ll get a handle on the important aspects of the legislation how it affects you and your company and how companies can comply more cost effectively It provides you with the knowledge to Understand why SOX was created Determine what aspects of SOX apply to your company Develop meaningful standards for your company Institute cost effective compliance with SOX Manage and streamline Section 404 compliance Find specific SEC laws and pronouncements Interpret media accounts court cases and economic projections Avoid lawsuits and regulatory actions Anticipate future SEC rules and PCAOB pronouncements This book also shows you how to build an effective audit committee and makes suggestions on sensible precautions that every manager should take in order to avoid legal troubles Complete with the entire Sarbanes Oxley act and sample documents Sarbanes Oxley For Dummies helps you discover how to follow the law and protect your business **Sarbanes-Oxley and the Board of Directors** Scott Green,2005-08-05 Sarbanes Oxley and the Board of Directors is a practical down to earth guide for board members It covers everything from board basics to compliance with regulations corporate culture and values to assessing and reacting to hostile shareholder activities Complete with real world examples vignettes case studies and other information this guide helps board members CEOs CFOs and others understand their responsibilities and potential liabilities and implement effective corporate governance It covers building a strong framework for effective governance ways to protect board members specific guidance for effective corporate oversight and communications and more Sarbanes Oxley and the Board of Directors gives directors the knowledge techniques and tools to serve the company and its stockholders well **Practical Guide to SEC Proxy and Compensation Rules, 6th Edition** Goodman, Fontenot,2018-11-21 A Practical Guide to SEC Proxy and Compensation Rules Sixth Edition is designed to meet the special needs of corporate officers and other professionals who must understand and master the latest changes in compensation disclosure and related party disclosure rules including requirements and initial SEC implementing rules under the Dodd Frank Wall Street Reform and Consumer Protection Act Current comprehensive and reliable the Guide prepares you to handle both common issues and unexpected situations Contributions from the country s leading

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Hussain,2017-03-31 The book deals with practical issues relating to Board s Performance Evaluation supplemented by easy to use checklists as to how to undertake the evaluation The book also covers the methodology of evaluating the work of board committees The Book talks about emerging practices in Corporate Governance **Transforming Microfinance**

Institutions Joanna Ledgerwood,Victoria White,2006-08-30 In response to a clear need by low income people to gain access to the full range of financial services including savings a growing number of microfinance NGOs are seeking guidelines to transform from credit focused microfinance organizations to regulated deposit taking financial intermediaries In response to this trend this book presents a practical how to manual for MFIs to develop the capacity to become licensed and regulated to mobilize deposits from the public Transforming Microfinance Institutions provides guidelines for regulators to license and regulate microfinance providers and for transforming MFIs to meet the demands of two major new stakeholders regulators and shareholders As such it focuses on developing the capacity of NGO MFIs to mobilize and intermediate voluntary savings Drawing from worldwide experience it outlines how to manage the transformation process and address major strategic and operational issues inherent in transformation including competitive positioning business planning accessing capital and shareholders and how to transform the MFI s human resources financial management MIS internal controls and branch operations Case studies then provide examples of developing a new regulatory tier for microfinance and how a Ugandan

NGO transformed to become a licensed financial intermediary This book will be invaluable to regulators and microfinance NGOs contemplating institutional transformation and will be of tremendous use to donors and technical support agencies supporting MFIs in their transformation

Audit Committees Australian Institute of Company Directors, 2008 Role and responsibilities of Audit Subcommittees of Boards Provides a practical introduction to the role of and responsibilities of the audit committee Explains the context in which an audit committee typically operates and outlines good practice Reflects developments in audit committee practice legislation and guidance from regulatory bodies and leading global board practices since 2001 Provided by publisher

Fund Governance: Legal Duties of Investment Company Directors Robert A. Robertson, 2001 Fund Governance Legal Duties of Investment Company Directors is a comprehensive authoritative and practical treatment of the legal obligations of mutual fund and closed end fund directors the special duties of independent directors and fund governance best practices This treatise provides detailed coverage of a fund board's legal duties under the federal securities laws and state corporate and trust law It examines the impact of statutes and regulations SEC guidance court cases and best practices in the context of fiduciary duty requirements board structure and operations audit committees advisory and distribution arrangements affiliated transactions and other aspects of fund management It also addresses the special requirements for closed end fund and money market fund directors as well as director indemnification and insurance issues Filled with insight and featuring more than 30 forms and charts Fund Governance Legal Duties of Investment Company Directors looks closely at challenging questions that often arise

Not-for-Profit Audit Committee Best Practices Warren Ruppel, 2006-02-10 How can not for profit organizations be sure they play by the rules when the rules aren't clear Due to recent very public accounting scandals and the resulting Sarbanes Oxley Act and other regulations public companies have strict guidance on financial governance and accounting including the functions and responsibilities of audit committee members Though not for profit organizations are subject to increased scrutiny there has been no detailed guidance for their audit committees This book fills the void and helps not for profit organizations answer these questions In today's skeptical environment how can responsible financial governance and reporting reassure wary donors and supporters and perhaps give the organization a competitive advantage How should the audit committee be structured Which Sarbanes Oxley requirements if any should the audit committee adopt Which best practices best fit the organization's structure and financial reporting needs Complete with checklists sample questions and an index for quick reference Not for Profit Audit Committee Best Practices covers Different types and unique characteristics of not for profit organizations The audit committee's role in preventing and detecting fraud Important internal controls and the internal audit function The relationship of the audit committee and the independent auditor This heads up hands on guide helps audit committee members select and structure appropriate best practices and function in the most effective manner for their unique not for profit organizations It's also a valuable reference for board members managers independent auditors and advisors of not for

profit organizations **Brink's Modern Internal Auditing** Robert R. Moeller, 2005-01-07 Brink's Modern Internal Auditing Sixth Edition is a comprehensive resource and reference book on the changing world of internal auditing including Sarbanes Oxley compliance issues Sixth edition of a very well respected auditing resource Provides an overview of the role and responsibilities of the internal auditor Includes discussion of the Sarbanes Oxley Act and the impact it has on auditing particularly concerning controls Provides expanded coverage of fraud and business ethics Includes guidance on reporting results effectively Provides in depth discussion of internal audit and corporate governance **Financial Statement Fraud** Zabihollah Rezaee, Richard Riley, 2009-09-11 Practical examples sample reports best practices and recommendations to help you detect and prevent financial statement fraud Financial statement fraud FSF continues to be a major challenge for organizations worldwide Financial Statement Fraud Prevention and Detection Second Edition is a superior reference providing you with an up to date understanding of financial statement fraud including its deterrence prevention and early detection You will find A clear description of roles and responsibilities of all those involved in corporate governance and the financial reporting process to improve the quality reliability and transparency of financial information Sample reports examples and documents that promote a real world understanding of incentives opportunities and rationalizations Emerging corporate governance reforms in the post SOX era including provisions of the SOX Act global regulations and best practices ethical considerations and corporate governance principles Practical examples and real world how did this happen discussions that provide valuable insight for corporate directors and executives auditors managers supervisory personnel and other professionals saddled with anti fraud responsibilities Expert advice from the author of Corporate Governance and Ethics and coauthor of the forthcoming Wiley textbook White Collar Crime Fraud Examination and Financial Forensics Financial Statement Fraud Second Edition contains recommendations from the SEC Advisory Committee to reduce the complexity of the financial reporting process and improving the quality of financial reports *Corporate Secretary's Answer Book* Cynthia M. Krus, 2004 The Corporate Secretary's Answer Book is the only comprehensive single volume reference to address the specific tasks corporate secretaries face on a daily basis in a Q A format Every topic is conveniently listed for easy reference with an index organized by commonly used terms With all of this valuable know how located within one volume corporate secretaries will be able to find the best way to proceed with any particular matter quickly and confidently The Corporate Secretary's Answer Book also includes sample forms and checklists that offer step by step guidance to completing each phase of the corporate secretary's duties throughout the year especially under Sarbanes Oxley including Conduct of Shareholder Meeting Guidelines Annual Meeting Script Minutes of Incentive Committee Meeting Establishing a Special Litigation Committee of the Board Audit Committee Charter Corporate Governance Listing Standards Corporate Governance Guidelines Corporate Disclosure and much more **Mergers, Acquisitions, and Corporate Restructurings** Patrick A. Gaughan, 2007-12-10 Modern restructuring techniques for a global business landscape Corporate restructurings

are an indispensable tool in building a new generation of re engineered companies with the power and resources to compete on a global playing field Written from a practical and historical perspective Mergers Acquisitions and Corporate Restructurings Fourth Edition carefully analyzes the strategies and motives that inspire M As the laws and rules that govern the field as well as the offensive and defensive techniques of hostile acquisitions In this thoroughly revised Fourth Edition author and business valuation expert Patrick Gaughan provides a fresh perspective on M As in today s global business landscape and how your company can reap the benefits from the various forms of restructurings available Packed with the most up to date research graphs and case studies Mergers Acquisitions and Corporate Restructurings Fourth Edition explores Recent takeover trends including the role of private equity firms and hedge funds Most effective offensive and defensive tactics in hostile bids A review of the effect of shareholder wealth on a variety of takeover actions Modern historical and global perspectives on the field The various forms of downsizing including divestitures spinoffs and equity carve outs Bankruptcy as an effective restructuring technique Latest developments in corporate governance Pros and cons of joint ventures and strategic alliances Primary methods used to value public and private companies *Family Business Succession* K. LeCouvie, J. Pendergast, 2017-07-03 The first ever comprehensive guide to family business succession planning This book covers everything from what family business ownership is and how to structure ownership bylaws to business structure leadership transition and how a founder exits the business Drawing on original research case studies and white papers Family Business Succession is a thorough complete and required reading for every family member working in a family business **Annual Directors' Institute on Corporate Governance** ,2006 **COSO Enterprise Risk Management** Robert R. Moeller, 2011-07-26 A fully updated step by step guide for implementing COSO s Enterprise Risk Management COSO Enterprise Risk Management Second Edition clearly enables organizations of all types and sizes to understand and better manage their risk environments and make better decisions through use of the COSO ERM framework The Second Edition discusses the latest trends and pronouncements that have affected COSO ERM and explores new topics including the PCAOB s release of AS5 ISACA s recently revised CobiT and the recently released IIA Standards Offers you expert advice on how to carry out internal control responsibilities more efficiently Updates you on the ins and outs of the COSO Report and its emergence as the new platform for understanding all aspects of risk in today s organization Shows you how an effective risk management program following COSO ERM can help your organization to better comply with the Sarbanes Oxley Act Knowledgeably explains how to implement an effective ERM program Preparing professionals develop and follow an effective risk culture COSO Enterprise Risk Management Second Edition is the fully revised invaluable working resource that will show you how to identify risks avoid pitfalls within your corporation and keep it moving ahead of the competition

Authentic Governance Hubert Rampersad, , Ph.D., Saleh Hussain, MBA, 2014-01-16 Over the past years we have heard and read plenty about how executives should behave more responsibly in the light of corporate governance Despite all these

efforts many implementations of corporate governance provide no protection from potentially catastrophic ethical failures This book emphasizes the introduction of a new corporate governance blueprint for addressing these concerns in a more authentic organic and holistic way It is a roadmap toward a high performance ethical culture By way of this innovative system Dr Hubert Rampersad and Saleh Hussain MBA are launching a revolutionary concept that actively has human capital embedded in corporate governance in a manner that creates a stable basis for the personnel s trustworthiness integrity and engagement and ethical corporate excellence Featuring numerous case examples and practical tools and exercises this book will help the reader learn to Develop implement and cultivate authentic personal governance and corporate governance effectively Create conditions for sustainable corporate governance Increase their personal effectiveness Develop their personal integrity effectively and become a better human being Develop ethical personal leadership Develop a highly engaged workforce based on high ethical standards Create a high performance culture and enhance the competitiveness of their organization Create conditions for an organizational climate marked by self guidance creativity passion and ethical behavior Develop a culture in which personal integrity and business ethics is a way of life **The Compensation**

Committee Handbook James F. Reda, Stewart Reifler, Michael L. Stevens, 2014-04-21 New and updated information on the laws and regulations affecting executive compensation Now in a thoroughly updated Fourth Edition The Compensation Committee Handbook provides a comprehensive review of the complex issues challenging compensation committees that face revised executive compensation disclosure regulations issued by the SEC as well as GAAP and IFRS rulings and trends This new and updated edition addresses a full range of functional issues facing compensation committees including organizing planning and best practices tips Looks at the latest regulations impacting executive compensation including new regulations issued by the SEC as well as GAAP and IFRS rulings and trends Covers the selection and training of compensation committee members Explores how to make compensation committees a performance driver for a company Guides documentation requirements and timing issues The Compensation Committee Handbook Fourth Edition will help all compensation committee members and interested professionals succeed in melding highly complex technical information and concepts with both corporate governance principles and sound business judgment *Code of Federal Regulations* ,1983 Special edition of the Federal Register containing a codification of documents of general applicability and future effect with ancillaries

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