

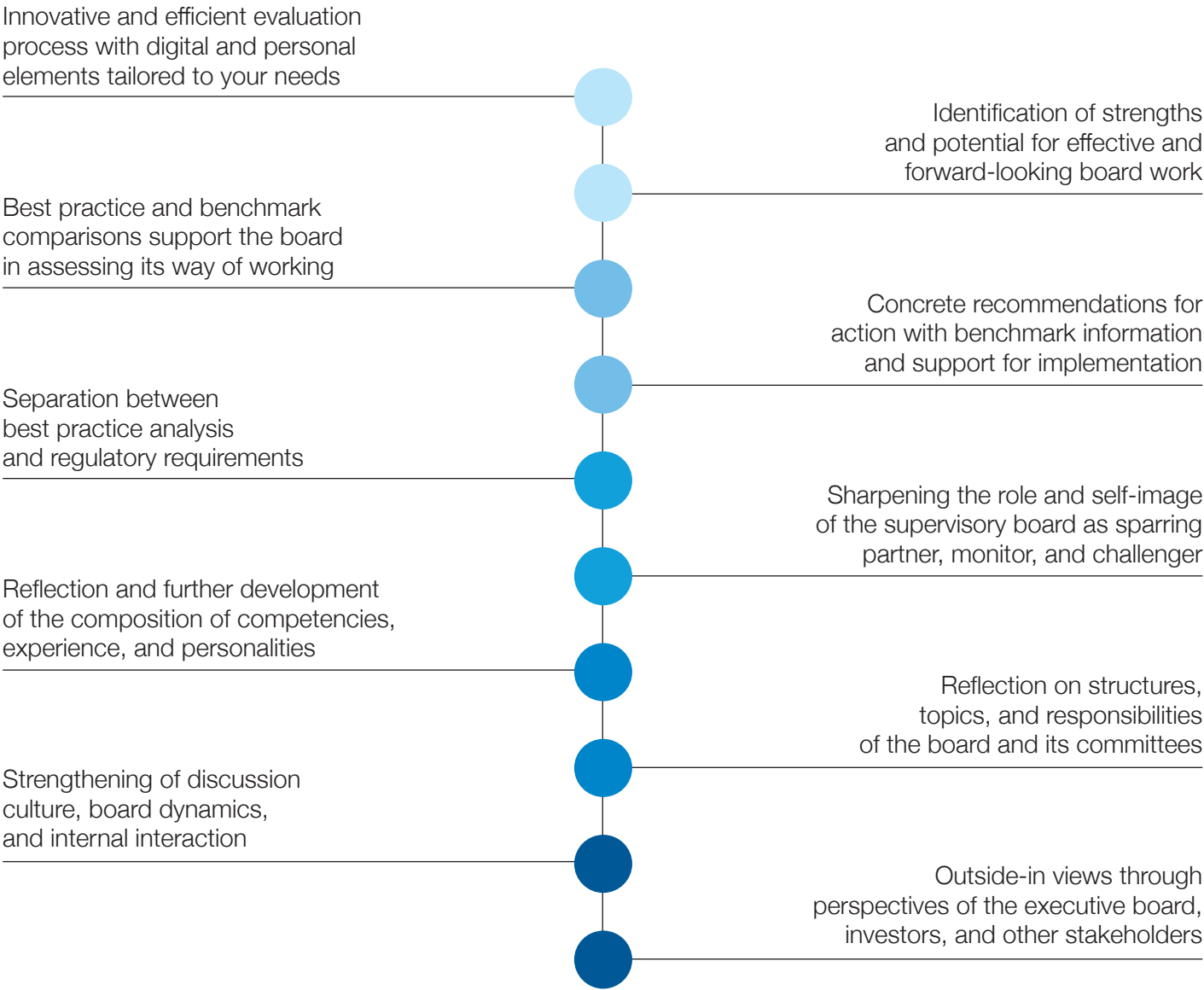
Evaluations and Self-Assessments of Supervisory Boards

**A Core Element of Professional Supervisory Board
Work and Responsible Corporate Governance**

Your Partner for All Questions Regarding Supervisory Board Evaluations and Self-Assessments

ECBE is a corporate governance consulting firm specialized in conducting board evaluations and part of Mercer | hkp///group. With an innovative and proven approach, ECBE effectively supports supervisory boards in reflecting on and improving their work – across industries, internationally, and to the highest quality standards. Our goal is to enhance the work, effectiveness, and dynamics of governance bodies through practical and actionable best-practice recommendations, especially in the context of profound transformational change.

Our Contribution to the Reflection and Further Development of Supervisory Board Work



Internal Evaluation with the Digital ECBE Platform

Conduct internal self-assessments using our evaluation tool

- Innovative, refined, and practical: Our digital platform supports supervisory boards and board offices in conducting internal self-assessment.
- By using the evaluation platform – with your own corporate access – you can independently create and conduct questionnaire-based evaluations.
- Individual customization of questions and selection of focus areas, along with an automated evaluation report at the push of a button – with all results at a glance. The multi-year comparison also shows you the development of the supervisory board's work across all evaluations conducted.
- The ECBE platform offers a simple and fully digital approach to internally reflecting on the work of the supervisory board.



External Evaluation with ECBE Experts

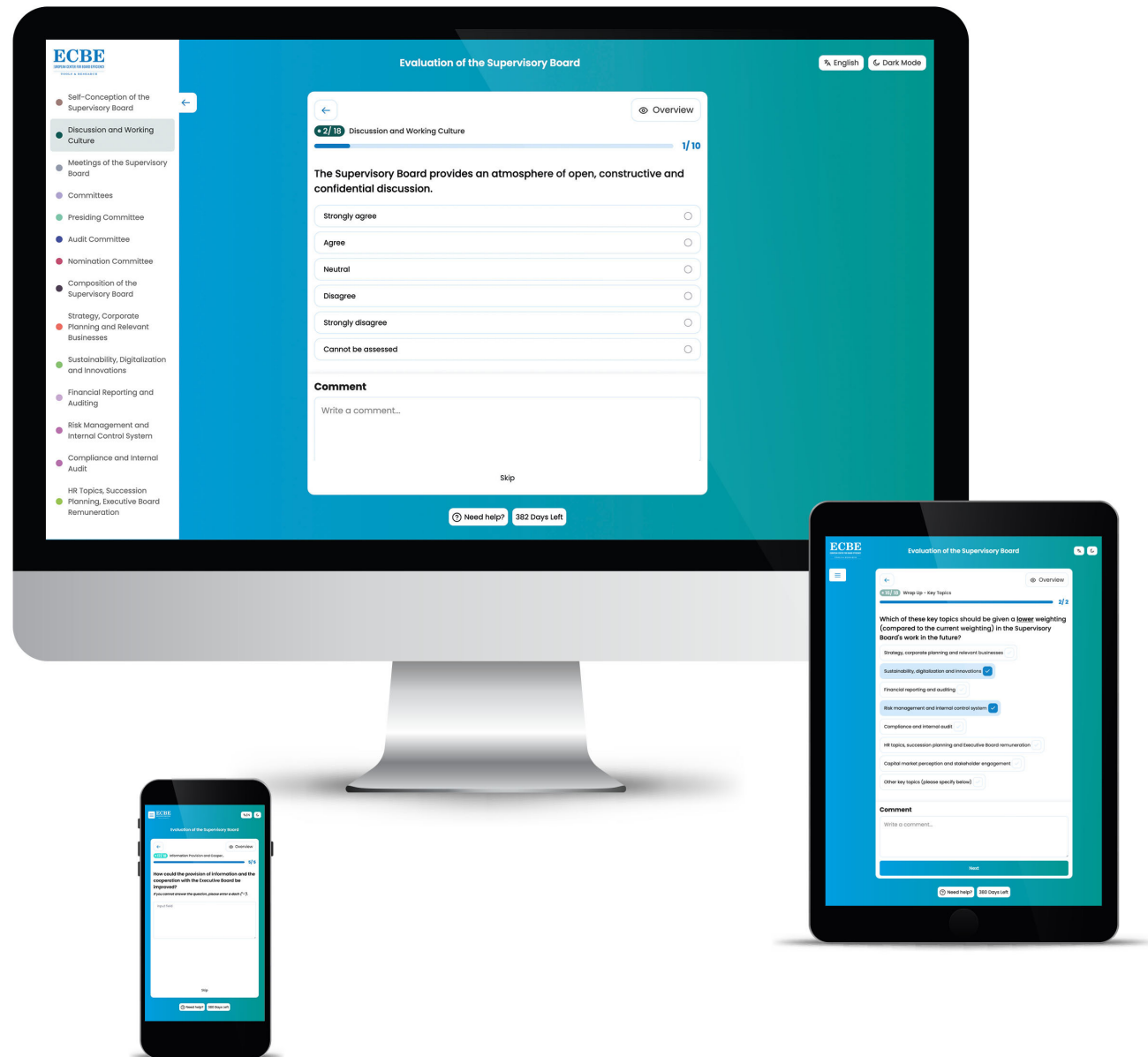
Our experts guide you through the evaluation of your supervisory board – tailored to your needs

- The effectiveness of the supervisory board should be assessed regularly, ideally alternating with external support. ECBE is your specialized partner for the professional facilitation and execution of these evaluations.
- We design the evaluation to match your specific needs. Whether standardized or customized, fully digital or combined with structured personal interviews and moderated follow-up workshops – our modular offering enables a tailored and transparent evaluation process.
- We support you throughout the entire evaluation process with individually aligned content and focus areas. You receive a well-founded analysis of your board's current status, along with concrete recommendations for action – supplemented by qualitative and quantitative benchmark information for the targeted development of your board's effectiveness.

Learn more about our modular offering on the following pages.



ECBE's digital platform for internal and external evaluations



Evaluation Principles

- Individual access links to the digital questionnaire, tailored to each member's role and function
- Bilingual response options for internationally composed boards
- Various question types supported: rating scales, multiple choice, binary or open-ended questions
- Comment function allows additional context or clarifications to responses

Technical Details

- User-friendly interface accessible on all devices
- Responses can be paused and resumed without data loss
- Full anonymity for participants during both completion and analysis
- Latest GDPR-compliant technology meeting the highest European security standards

Platform for Internal Evaluations

- Corporate-specific access for managing internal evaluations
- Easy creation and implementation of questionnaire-based evaluations
- Flexible editing of surveys and individual questions at any time
- Multi-dimensional analysis with full results available at the push of a button
- Reports segmented by committee, role, and function (shareholder & employee representatives)
- Multi-year comparison enabled by tracking and analyzing all internal evaluations conducted

ECBE designs the evaluation to suit your needs



Digital Evaluation with the ECBE Tool

The foundation of our innovative evaluation process is the completion of a digital – and, if needed, multilingual – questionnaire using the ECBE Tool. Individual access links take into account each board member's specific role and function. The user-friendly platform enables use on any device.



In-depth interviews with the supervisory board

In-depth one-on-one interviews with members of the supervisory board provide deeper insights into its working methods. These interviews also allow for further exploration and qualitative analysis of critical areas identified in the tool-based evaluation, enabling the derivation of concrete fields of action. A confidential and appropriate interview setting is ensured at all times.



Outside-in perspective with the executive board

An additional outside-in perspective and the inclusion of (all or selected) executive board members offer an external view of the supervisory board's work, an in-depth analysis of interaction and information flow between board and executive board, and a reflection on the board's role as advisor and sparring partner to the executive team.



Follow-Up

Accompanying workshops allow the supervisory board to engage more deeply with the identified areas for action and to agree on concrete implementation measures. ECBE ensures professional moderation of the workshop and provides support through helpful benchmark analyses.

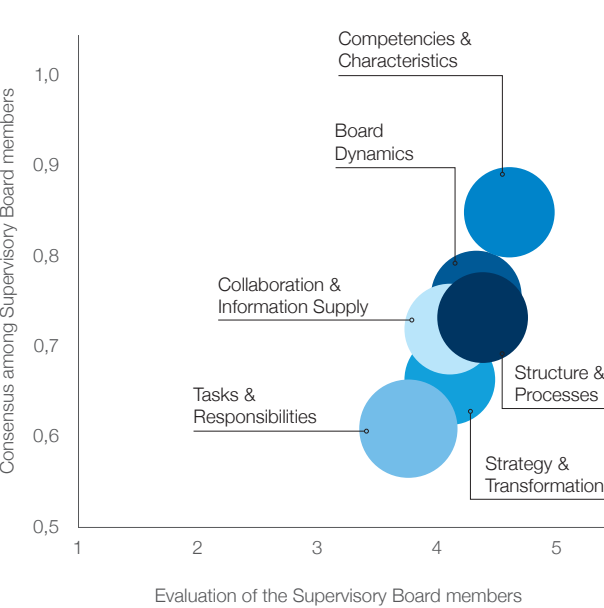
Our multi-dimensional analyses condense insights on effective supervisory board work from both practical experience and empirical research

Performance Indicators



Our performance indicators enable a structured assessment of supervisory board work across critical success dimensions. They are derived from academic research on effective board practices as well as practical experience, and are continuously refined.

Quantitative Analyses



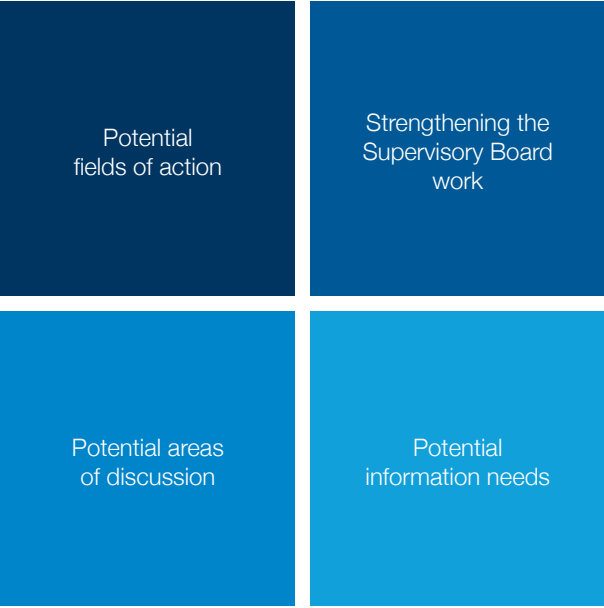
Our multi-dimensional quantitative analyses – including a best-practice matrix, benchmark data, and multi-period comparisons – enable us to provide systematic, statistically sound, and comparable insights into the current status and ongoing development of supervisory board work.

Qualitative Analyses



With over 20 years of experience working with national and international supervisory boards, we possess deep knowledge of governance requirements and extensive best-practice expertise. Our qualitative insights support you in further developing your board.

Actionable Recommendations



With our goal of optimizing your supervisory board's work – particularly in the context of upcoming transformation processes – we provide targeted insights into all aspects of your board, clear best-practice input, and practical, actionable recommendations.



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ECBE is a consulting firm specialized in conducting board evaluations and is part of Mercer | hkp/// group. With an innovative and proven approach, ECBE effectively supports management and supervisory bodies – across industries, internationally, and in line with the highest quality standards – in reflecting on and improving their work.

Our goal is to enhance the performance, effectiveness, and dynamics of leadership and oversight bodies through practical and actionable best-practice recommendations, especially in times of fundamental transformation.

You will be supported by experienced experts with many years of consulting experience in working with supervisory boards, as well as in conducting both tool-based and interview-based evaluations across a wide range of organizations. Our diverse and interdisciplinary team combines deep knowledge of effective board practices from academic research and hands-on governance experience.

Looking for more in-depth information? We look forward to hearing from you! Visit us at www.ecbe.com to learn more.

ECBE European Center for Board Effectiveness
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