THE GLOBAL STANDARD FOR LIVESTOCK DATA

Name: ______________________________

Date: ______________________________

INTERNATIONAL COMMITTEE FOR ANIMAL RECORDING - ICAR

BOARD SELF-EVALUATION

The following questionnaire has been prepared for use in a self-evaluation of the Board of Directors (the "**Board**") of the International Committee for Animal Recording ("**ICAR**").

Part I

For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Ranking				
Meetings	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
The Board has an appropriate number of meetings each year to accomplish all of its responsibilities.					
The Board receives a clear agenda and sufficient materials to prepare for each meeting.					
The Board receives the agenda and materials in advance of the meeting with sufficient time to review and prepare for the meeting.					
All of the directors attend each Board meeting.					

All of the directors are adequately prepared for each meeting.					
The length of each meeting is sufficient to review and complete all of the items on the agenda.					
The Board has the opportunity to speak with and ask questions of the CE and any Board advisors that attend Board meetings.					
The Board focuses on the most important issues facing ICAR.					
The Board makes informed decisions in a timely manner.					

	Ranking				
Membership	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
The Board evaluates the independence of each director periodically.					
The members of the Board reflect a wide range of experience, skills, occupational background and other resources needed by ICAR.					
The Board possesses the necessary skills and background to handle the current issues facing ICAR.					
The Board is composed of a diverse group of people.					
The size of the Board is appropriate for the effective governance of ICAR.					
New directors receive an adequate orientation to ICAR.					
The director education program is effective at keeping the Board up to date on ICAR and corporate governance issues.					

	Ranking				
Structure	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
The Board has appointed the appropriate number and type of committees to assist with performance of the Board's obligations.					
The Board has appropriately delegated some of its responsibilities to its committees.					
The Board receives adequate reports and information from each of the Board committees.					
Each committee has a written charter or appropriate guidance that clearly defines its roles and responsibilities.					
The Chair of the Board provides effective leadership of the Board.					
The Chair of the Board leads a thorough and effective process for setting the Board's agenda for each meeting and the year.					

	Ranking				
Culture and Ethics	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
The Board maintains the confidentiality of its discussions and decisions.					
The atmosphere of Board meetings is collegial and fosters open and honest communication.					
The Board is effective in operating as a team.					
The Board values informed discussions and diverse viewpoints.					
The Board has adequate procedures for the disclosure of conflicts of interest.					
The Board appropriately and effectively evaluates and resolves any conflict of interest.					
The Board appropriately and effectively reviews and resolves any related party transactions.					
The Board puts ICAR's interests ahead of the interests of the directors.					

The Board promotes ethical behavior and the importance of compliance with ICAR policies and procedures.					

	Ranking				
Roles and Responsibilities	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
The Board is aware of and understands its role and responsibilities.					
The Board is aware of and understands its fiduciary duties and other legal obligations to ICAR as directors of ICAR.					
The Board is appropriately involved in developing ICAR's strategic plan and direction.					
The Board has sufficient opportunity and information to monitor the CE’s implementation of ICAR's strategic plan.					
The Board has sufficient opportunity and information to monitor ICAR's financial and operating performance.					
The Board has sufficient opportunity and information to review and approve significant transactions and annual business or operating plans and budgets.					

The Board has a code of ethics or business conduct policy that is appropriate for ICAR.					
The Board has a risk assessment system that is appropriate for ICAR.					
The Board identifies and discusses with the CE key risks affecting ICAR.					
The Board has sufficient opportunity and information to monitor ICAR plans for managing its key risks.					
The Board has sufficient opportunity and information to monitor ICAR leadership development.					
The Board regularly evaluates the performance of the CE.					

	Ranking				
Relationship with CEO	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
The Board works well with the CE.					
Directors have constructive interaction with the CE.					
The Board is sufficiently supportive and challenging of the CE.					
The Board receives adequate information from the CE for its decision-making.					
The Board does not micro-manage the performance of the CE.					

	Ranking				
Corporate Governance	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree
The Board is familiar with ICAR's organizational documents and corporate governance policies and practices.					
The Board appropriately reviews and approves its committee charters and its policies and procedures.					
The Board engages in appropriate and sufficient self-evaluation.					
The Board provides constructive feedback from its self-evaluation processes.					

Part II

In addition to the issues covered in the questionnaire in Part I above, please respond to the following statements and questions:

Are you satisfied with your performance as a director? Why or why not?

Considering employment commitments, personal obligations and health status do you believe that you will be able to contribute to the Board and ICAR in the upcoming year?

What would help you better fulfill your obligations as a director in the upcoming year?

Please list below three items that the Board should focus on as priorities for the upcoming year.

Please identify any board education topics that would be of interest to you. Possible topics include the following:

- fiduciary duties, board policies, liabilities and obligations, and constituent documents
- practices of high-performing boards
- financial statements, annual budgets, audits, and taxes
- ICAR as industry participant and role, and the board's role in industry awareness
- Board leadership, engagement, and strategic vision
- ICAR daily workings, data analysis, customers, other industry participants, staff duties, and management

Please identify any underlying concerns you may have regarding how the Board functions.

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Please offer your suggestions on how the Board's organization or performance can be improved in the upcoming year.

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Signature Date