

Section one: Experience as a director

Part 1 – Vision, Purpose, Values & Ethics

1. What was your role in developing and embedding your organisation's vision, purpose, and values? *(60-100 words)*
2. How have you personally championed the values of the organisation? *(60-100 words)*

Part 2 – Strategic thinking and stakeholder management

1. How have you contributed to the Board's strategic decision-making process, particularly in relation to the financial consequences and what were the broader risks? *(60-100 words)*
2. In developing or reviewing strategy, how have you accommodated the interests of your various stakeholders? *(60-100 words)*

Part 3 – Managing the business

1. What role have you played in developing and evaluating business operating plans? *(60-100 words)*
2. What role have you played in ensuring the thorough review of operational performance? *(60-100 words)*

Part 4 – Applying good governance/risk management

1. What has your role been in ensuring the Board is compliant with legal and regulatory requirements? *(60-100 words)*
2. In your Board role, what are your regular methods of communication with stakeholders - including staff - to monitor and review feedback? *(60-100 words)*

Section two: Category-specific question

Large Business (over 100 employees)

This award recognises exceptional talent among leaders of Jersey's major organisations. It looks for directors displaying courage and vision in decision-making to keep their business ahead of the competition and whose leadership is based on knowledge, skills and a strong ethical mindset.

Q. Please demonstrate how you have successfully overcome challenges to drive forward your business plan and exceed business objectives with 100 employees or more. Provide examples of sound business and financial planning, staff support, involvement, and motivation to meet business objectives and a clear plan for future growth of the organisation.

Please provide examples of your contribution to board composition including identifying any gaps in board competency and how you have fostered meaningful engagement with your stakeholders. You should also include details of board accountability policies and procedures. *(500 words)*

Small/Medium Business (under 100 employees)

This award is designed to celebrate those directors working in a business that employs under 100 employees. This award will go to the business that can show outstanding initiative, boldness and imagination in enterprise, sustainability, as well as sound management practice, good corporate governance and commercial success.

Q. Please demonstrate how you have successfully overcome challenges to drive forward your business plan and exceed business objectives. Provide examples of sound business and financial planning, staff support, motivation to meet business objectives and a clear plan for future growth of the organisation.

You should reference your contribution to board composition, including identifying any gaps in board competency, and how you have fostered meaningful engagement with your stakeholders. *(500 words)*



Innovation (*NEW* category)

This award recognises directors that have achieved success through bringing an innovative or disruptive approach to their marketplace. These improvements may include but are not limited to improved commercial performance, operational effectiveness, and customer engagement.

Key factors to consider are the level of innovation, time taken to market, design process, competitive edge, USP, and potential for growth and profitability. Additional factors could include job creation, environmental sustainability, strong corporate governance, effective teamwork, project management capabilities, originality and the use of market research.

Q. Please provide a brief description of your innovation within a market, including details of how this has delivered competitive advantage through tangible and quantifiable results and improved overall financial performance. You should include examples of how your strong leadership and management abilities drove the initiation and/or implementation of this innovation. *(500 words)*

Aspiring (*NEW* category)

This award recognises upcoming directors and entrepreneurs who are senior managers, have started to operate at director level or have set up their own business in the last three years. You should already demonstrate excellent innovation of thought, ability, ambition and vision, as well as a recognition of the importance of good corporate governance. What sets you apart from other aspiring leaders on the Jersey business scene?

Q. Tell us about your entrepreneurial, corporate governance journey and why you should be our Aspiring Director of the Year? Your answer should consider themes around leadership, culture and performance. *(500 words)*

Public Sector

Leadership is critical to good public governance, including good planning, efficiency, transparency and accountability. This award is open to leaders of public services, including public agencies, national bodies and governmental departments.

The judges are looking for leaders that can demonstrate how to get the best out of others' professional expertise and their contribution to civic society.

Wider considerations include how leaders have explained their societal contribution and impact to their stakeholders in the context of the environment in which they operate, their viability and good corporate governance.

Q. Describe the processes or programmes that you have put in place to engage with your stakeholders to ensure your strategy or vision is successful. This should include how you support and motivate employees and establish a positive working atmosphere. How have you ensured that the company fulfils its charitable/public service objectives. *(500 words)*

Third Sector

Leadership in the voluntary sector is critical to good governance, including planning, efficiency, transparency and accountability. This award is open to directors whose organisations are charities, community organisations or social enterprises that do not generate profit for individuals.

The judges are looking for leaders that can demonstrate how to get the best out of others for the benefit of their organisation and the people/communities it serves. You will have a compelling vision and demonstrate a commitment to empowering others, inclusive decision-making, collaborative leadership, and innovative solutions to fulfil your organisational purpose and values.

The judges will also consider how you demonstrate impact in the context of your operating environment, financial sustainability and good governance.

Q. Describe the processes or programmes that you have put in place to engage with your stakeholders to ensure your strategy or vision is successful. This should include how you support and motivate employees and establish a positive working atmosphere. How have you ensured that the company fulfils its charitable/public service objectives? *(500 words)*

Sustainability

This award is aimed at leaders who can demonstrate how they integrate the success and smooth running of their business with a strong sense of social responsibility and corporate values and is designed to recognise the most ethical, socially responsible or green business leaders in Jersey. Judges are looking for directors that are aware of the impact of their business on all aspects of society including economic, social, and environmental and your own direct and active role in this.

Q. In your role, how have you demonstrated commitment to the wider sustainability agenda and how have you effectively engaged with others to drive the global climate agenda? Please include a description of the outcomes referring to ESG (Environmental, Social, & Governance) benefits and measurable impacts – including data, where available.

Describe how you have promoted and delivered corporate sustainability improvements, driven the development of the green economy and led the delivery of successful sustainability programmes working closely with colleagues/ partners to develop and execute effective environmental initiatives. *(500 words)*

Equity, Diversity & Inclusion

Diversity and inclusion within any business are key factors in determining organisational success. Over the years many organisations have worked hard to embrace diversity within their workplaces and create an environment where everyone, regardless of gender, sexual orientation, race or cultural background or disability, can flourish and succeed.

Q. Please give examples of initiatives that have successfully contributed to the promotion of diversity and inclusion in the workplace. What is the potential for expansion and/or inspiration for replication of the initiative? What tangible impact has this initiative had on your employees?

You should include reference to how you ensure your board are accountable for diversity and inclusion goals, as well as how receiving this Award be used to further promote diversity and inclusion in your region and/or industry. *(500 words)*



Non-Executive

NED's can bring exceptional value to any organisation; their role is to provide a creative contribution to the board by providing independent oversight and constructive challenge to the executive directors on a broad range of subjects. The most important qualities are judgement, wisdom and the ability to gain respect and attention from colleagues. This award recognises individuals who have made a significant contribution to the organisation's strategy, impacted the financial success of the company, demonstrated high ethical standards and promoted the practice of good corporate governance.

Q. Please provide examples of how you have efficiently identified and managed risk (operational, financial or reputational) stay up to date with company's performance and management and how you have positively engaged and contributed to the board. You should look to demonstrate how your ethical leadership has contributed to the success of the organisation(s) you serve. (500 words)

Please also include a testimonial (as an attachment) from a Board member of any Board that you are appointed to at the time of your entry.

Chair's Award

This award is the highest accolade in the Director of the Year Awards, recognising the personal imprint of Jersey's most high-profile leaders on the culture and success of their organisations and the community through outstanding professionalism and the implementation of best practice in governance and leadership. The winner will be selected by the IoD Jersey national chair.