# [Executive Summary]

#### INSERT COMPANY NAME

#### INSERT FORUM/COMMITTEE

Author: [Insert] Sponsor: [Insert] Meeting Date: [DD Month YY]

## Executive Summary

### Context

[In just a few sentences, sum up the background to your paper, link it to the big picture and draw out the materiality of the issue at hand]

### Questions this paper addresses

[Set out up to 5 key questions to which this paper responds]

1. […]?
2. […]?
3. […]?

### Conclusions

[Summarise your answers to the questions, keeping your Executive Summary to one page]

1. […]
2. […]
3. […]

Input Sought

[Specify any decision(s) and/or advice sought from this forum]

Input Received

[Specify forums/individuals that were consulted or have reviewed/approved this paper]

## Reference Sheet

|  |  |  |
| --- | --- | --- |
| 1. | The following were considered when preparing this paper: |  |
|  | The long-term implications | [Yes/Not Applicable] |
|  | The risks | [Yes/Not Applicable] |
|  | The impact on our reputation | [Yes/Not Applicable] |
|  | The impact on our customers | [Yes/Not Applicable] |
|  | The impact on our people | [Yes/Not Applicable] |
|  | The impact on our shareholders | [Yes/Not Applicable] |
|  | The impact on our suppliers | [Yes/Not Applicable] |
|  | The regulatory environment | [Yes/Not Applicable] |
|  | The impact on society and the environment | [Yes/Not Applicable] |
|  |  |  |
| 2. | The questions this paper addresses have been reviewed and approved by the appropriate paper sponsor(s) (e.g. Board/Committee/ExCo/CoSec) using the Board Intelligence Platform | [Yes/Not Applicable] |
|  |  |  |
| 3. | This paper complies with paper length limits: |  |
|  | Executive Summary on one page | [My paper does/does not comply] |
|  | Up to 5 pages for a regular update paper\* | [My paper does/does not comply] |
|  | Up to 10 pages for a proposal/decision paper or deep dive\* | [My paper does/does not comply] |
|  | Appendices less than ½ the length of the total paper† | [My paper does/does not comply] |
|  | \* Including the Executive Summary but excluding this Reference Sheet and Appendices.  † Where required, full policies and the year-end accounts, for example, can be included in their entirety. |  |