

NOVA SCOTIA GAMING CORPORATION
BOARD AND COMMITTEE SELF-EVALUATION

FISCAL YEAR: _____

The self-evaluation form is divided into three sections to be completed by Board and Committee members as noted. Please indicate your assessment as to the applicability of each statement to the Board and / or Committee's performance over the past year. Space is provided for any additional comments may you wish to provide.

SECTION 1: ALL BOARD MEMBERS					
General	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1. The Board is firmly committed to being held accountable.	1	2	3	4	5
2. The Board has critiqued, questioned, and approved NSGC's strategic plan/direction.	1	2	3	4	5
3. The Board can clearly articulate and communicate NSGC's strategic plan/direction.	1	2	3	4	5
4. The Board ensures strong operational execution by the CEO and the organization.	1	2	3	4	5
5. The Board fosters a value-driven and performance-orientated culture.	1	2	3	4	5
6. The Board is knowledgeable about environmental and competitive factors facing the industry.	1	2	3	4	5
7. The Board ensures that the CEO and the executive team identify and address changes in the environment that affect the industry via its risk management and strategic efforts.	1	2	3	4	5
8. Directors are independent-minded in dealing with issues facing NSGC.	1	2	3	4	5
9. Directors do what is best for NSGC and the Shareholder, regardless of countervailing pressure.	1	2	3	4	5

Comments on the Board in general:

Culture	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
10. The Board encourages a culture that promotes rigorous decision making.	1	2	3	4	5
11. The Board has open and constructive deliberations.	1	2	3	4	5
12. Directors and the CEO work together to achieve “constructive interaction” – a healthy atmosphere of give and take.	1	2	3	4	5

Comments on culture:

Issues

13. The Board focuses on activities that will help NSGC maximize Shareholder value.	1	2	3	4	5
14. The Board spends adequate time and attention on strategic matters throughout the year.	1	2	3	4	5
15. The Board is adequately and properly involved in determination of NSGC’s annual business plan and related initiatives.	1	2	3	4	5
16. The Board is sufficiently engaged in meetings and in discussions that contribute to the successful creation of Shareholder value.	1	2	3	4	5
17. The Board and the CEO act in concert, while showing fidelity to their respective roles.	1	2	3	4	5

Comments on issues:

Follow-Through	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
18. The Board effectively follows through on its recommendations developed during this evaluation process.	1	2	3	4	5
19. Evaluations lead to a clearer understanding of what the Board must do to become a strategic asset.	1	2	3	4	5
20. The full Board agrees on and approves actions to address areas in need of improvement.	1	2	3	4	5
21. The Board initiates action plans with specific time lines for implementation of recommendations and monitors progress.	1	2	3	4	5
<i>Comments on follow-through:</i>					
SECTION 2: AUDIT COMMITTEE MEMBERS					
Committee Operations	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1. The Committee terms of reference clearly sets forth the nature and scope of responsibilities. <i>(Terms of Reference are reviewed and updated annually in August.)</i>	1	2	3	4	5
2. The Committee membership meets regulatory requirements, and members have the right background and skills, and actively provide input.	1	2	3	4	5
3. Audit Committee members were sufficiently versed in financial matters to understand NSGC's accounting practices and policies and the major judgments involved in preparing the financial statements, forecasts and any other significant financial reports. <i>(Training in financial literacy or other topic is conducted in May.)</i>	1	2	3	4	5
4. The annual Audit Committee work plan was responsive to the Committee's responsibilities and needs. <i>(Annual work plan is reviewed in August of each year.)</i>	1	2	3	4	5

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
5. The Committee's actions reflect independence from management, ethical behaviour, and the best interests of the shareholder. <i>(Independence letters are signed each August.)</i>	1	2	3	4	5
6. The Committee members are open, honest, and effective in their communication with management, internal and external auditors, and each other.	1	2	3	4	5
7. Appropriate internal or external support and resources are available to the Audit Committee.	1	2	3	4	5
8. The Committee conducts the appropriate number of <i>in camera</i> sessions and they are effective. <i>(In camera sessions are scheduled at the end of each Audit Committee meeting as appropriate, as well as held with Management, internal auditors and external auditors when appropriate.)</i>	1	2	3	4	5
9. The Committee's review, discussion and assessment of its own performance are effective. <i>(Self-assessment questionnaire is distributed, compiled and discussed at the August meeting.)</i>	1	2	3	4	5
<i>Comments on committee operations:</i>					
Committee Responsibilities					
10. There is appropriate consideration of the company's financial reporting risks and the related internal controls that is reflected in the Committee's discussions and agenda items. <i>(Discussion with external auditor in February and June; review of Internal Audit activity each quarter.)</i>	1	2	3	4	5
11. The Committee reviews significant financial reporting issues and judgments. <i>(Discussion with external auditor in February and June; review of Internal Audit activity each quarter.)</i>	1	2	3	4	5

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
<p>12. There is a meaningful discussion and consideration of the clarity and completeness of disclosures in the company's external financial reporting (i.e., the annual and quarterly reports).</p> <p><i>(Quarterly Reports approved at August, November, February and May meetings; Annual Report approved in May.)</i></p>	1	2	3	4	5
<p>13. The Committee assists the Board in its assessment of the scope and effectiveness of the systems established by management to identify, assess, manage, and monitor financial and non-financial risks, compliance with legal and regulatory requirements, and product integrity and security.</p> <p><i>(Compliance Management and Risk Management Reports are reviewed each quarter.)</i></p>	1	2	3	4	5
<p>14. The Committee's oversight of the Financial and Ethical Complaints Policy is appropriate.</p> <p><i>(Reporting is provided each quarter and included on the Compliance Management Report.)</i></p>	1	2	3	4	5
<p>15. There is active consideration of the audit plan, engagement letter and results of the external audit including management letter and other communications from the external auditor.</p> <p><i>(Meeting with external auditors in February and June.)</i></p>	1	2	3	4	5
<p>16. The pre-approval process over non-audit services provided by the external auditor is effective and reinforces the auditor's independence.</p> <p><i>(Process established in 2003 and has resulted in no non-audit services proceeding without the Audit Committee's approval.)</i></p>	1	2	3	4	5
<p>17. There is an effective procedure in place for the evaluation of the external auditor's qualifications, performance, effectiveness and independence.</p> <p><i>(Assessment of external auditor's performance each year when the audit is complete.)</i></p>	1	2	3	4	5

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
<p>18. The Committee monitors and assesses the role and effectiveness of the Operators' internal audit function in the overall context of the company's risk management system. There is appropriate consideration of the Operators' internal auditor's work plan, resources, ability, independence and objectivity.</p> <p><i>(Meetings with Internal Auditors were held as follows: ALC – February; GCGC – November; in addition, an overview of Internal Audit Activities is reported on and provided to the Committee each quarter.)</i></p>	1	2	3	4	5
<p>19. There is appropriate consideration of the internal auditor's report, management's response, and improvement actions.</p> <p><i>(Overview of Operators' Internal Audit is reviewed at August, November, February and May meetings.)</i></p>	1	2	3	4	5
<p>20. Private sessions held with the internal and external auditor result in candid discussion of relevant issues.</p> <p><i>(In camera sessions with the external auditor are held in June and February.)</i></p> <p><i>Comments on committee responsibilities:</i></p>	1	2	3	4	5
Committee Effectiveness					
<p>21. There is an effective orientation for new Audit Committee members.</p>	1	2	3	4	5
<p>22. The Committee provides or encourages ongoing professional development for Audit Committee members.</p> <p><i>(Annual work plan includes training items.)</i></p>	1	2	3	4	5
<p>23. The Committee's self-evaluation process is in place and effective.</p> <p><i>(Self-assessment reviewed at July meeting.)</i></p>	1	2	3	4	5

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
24. Any and all matters identified that require follow-through are resolved. <i>(Update on items provided at each Committee meeting.)</i>	1	2	3	4	5
25. What is your overall assessment of the performance of the Committee?	1	2	3	4	5
<i>Comments on how the Committee can improve its performance:</i>					

SECTION 3: GOVERNANCE AND SOCIAL RESPONSIBILITY COMMITTEE MEMBERS

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Board and Committee Operations					
1. GSR Members understand the goals and purpose for the Governance and Social Responsibility Committee as defined in the Terms of Reference.	1	2	3	4	5
2. Members agree with the goals and purpose of the Board / Committee.	1	2	3	4	5
3. Actions taken and/or decisions made by the Committee align with its goals and purpose.	1	2	3	4	5
4. The GSR Committee as a whole possesses the necessary skills and background to carry out its responsibilities.	1	2	3	4	5
5. Members are sufficiently versed in governance best practices to effectively oversee NSGC's corporate governance practices and procedures and evaluate changes to policies and procedures.	1	2	3	4	5
6. Members demonstrate a commitment to and understanding of corporate social responsibility and responsible gambling.	1	2	3	4	5
7. The annual work plan is responsive to the GSR Committee's responsibilities and needs.	1	2	3	4	5

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
8. The Committee's actions reflect independence from management, ethical behaviour and the best interests of the shareholder.	1	2	3	4	5
9. The Committee focuses on CEO succession and aligns CEO leadership with NSGC's strategic challenges and opportunities.	1	2	3	4	5
10. The Board and Committees are focused on results, monitoring against pre-established targets and objectives.	1	2	3	4	5
11. The Board and Committees avoid "micro-managing" the business and focus on the targets established for the year as the mechanism to monitor organizational performance.	1	2	3	4	5
12. Members spend time learning the business in order to apply this knowledge in the decision-making processes.	1	2	3	4	5
13. Members are well prepared for meetings, reading advance material and giving prior consideration to the issues planned for discussion and/or decision.	1	2	3	4	5
14. Requests for information are reasonable in amount and time frame, enabling thorough and prompt replies.	1	2	3	4	5
15. The Board and Committees have appropriate information and time to make informed decisions where required.	1	2	3	4	5
<i>Comments on Board and Committee Operations:</i>					
Meetings					
16. The number of Board and Committee meetings and frequency are appropriate.	1	2	3	4	5
17. The length of meetings is appropriate.	1	2	3	4	5
18. Meeting materials are distributed sufficiently in advance to allow for review and preparation.	1	2	3	4	5
19. Meetings use members' time productively.	1	2	3	4	5

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
20. Issues receive time and attention proportionate to their importance.	1	2	3	4	5
<i>Comments on meetings:</i>					
Agendas, Materials and Minutes					
21. Meeting agendas cover appropriate issues.	1	2	3	4	5
22. Briefing materials are easily understood, of an appropriate length, and provide the necessary information to resolve issues promptly and with confidence.	1	2	3	4	5
23. Oral presentations are of an appropriate length and focused on the right issues.	1	2	3	4	5
24. Meeting minutes are accurate and reflect the discussion, next steps and/or action items noted by members.	1	2	3	4	5
<i>Comments on agendas, materials and minutes:</i>					
Membership					
25. Directors have a wide range of talents, expertise, and occupational and personal backgrounds.	1	2	3	4	5
26. The number of directors / committee members is appropriate.	1	2	3	4	5
27. The structure of the Board contributes to its ability to function effectively.	1	2	3	4	5
28. Members come to meetings prepared and ready to contribute.	1	2	3	4	5
29. There is sufficient attendance at meetings.	1	2	3	4	5
<i>Comments on membership:</i>					