



***Board Effectiveness Evaluation  
Year of Assessment 2021***

**Questionnaire - Part A**

**Board & Board Committee  
Effectiveness Evaluation**

Name of Director: \_\_\_\_\_

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### **Introduction**

The principles and requirements set out in the Insurance Commission (“IC”) Revised Code of Corporate Governance and the ELGAP Board Charter on Corporate Governance stress on the importance of the role of an effective Board in establishing high standards of corporate governance to ensure sustainable growth and long term resilience of an organization, whilst protecting the interests of all stakeholders.

A key step towards enhancing Board effectiveness is to evaluate the performance of the Board collectively, its Board Committees and individual Directors.

This evaluation exercise may assist the Board to further enhance its overall performance moving forward, by focusing on the following:

- Discharging the Board's principal roles and responsibilities effectively
- Improving Board infrastructure and supporting processes
- Examining Board dynamics and relationships
- Identifying key areas for improvement
- Continuing to build upon strengths

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### Instructions for Completing the Board Effectiveness Evaluation Pack

- *Your answers will be kept confidential.*
- This evaluation pack has been customized for you as a Board and Board Committee member of Etiqa Life and General Assurance Philippines, Inc. (“ELGAP”).
- Please use the scoring system provided to answer all the questions.
- The estimated duration for the completion of this evaluation pack is approximately one hour.
- Please complete the questionnaire and return it to the Secretariat of ELGAP for collation, analysis and reporting.
- Should you have any enquiries regarding the evaluation pack, please contact the Company Secretaries:-
  - Atty. Raul M. Hebron (tel: 0928-503-1160, Email: [rmhebron@etiqa.com.ph](mailto:rmhebron@etiqa.com.ph))
  - Atty. John Joseph S. Tamares (tel: 0919-061-8370, Email: [jstamares@etiqa.com.ph](mailto:jstamares@etiqa.com.ph))

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### ORGANIZATION OF THE QUESTIONNAIRE PACK

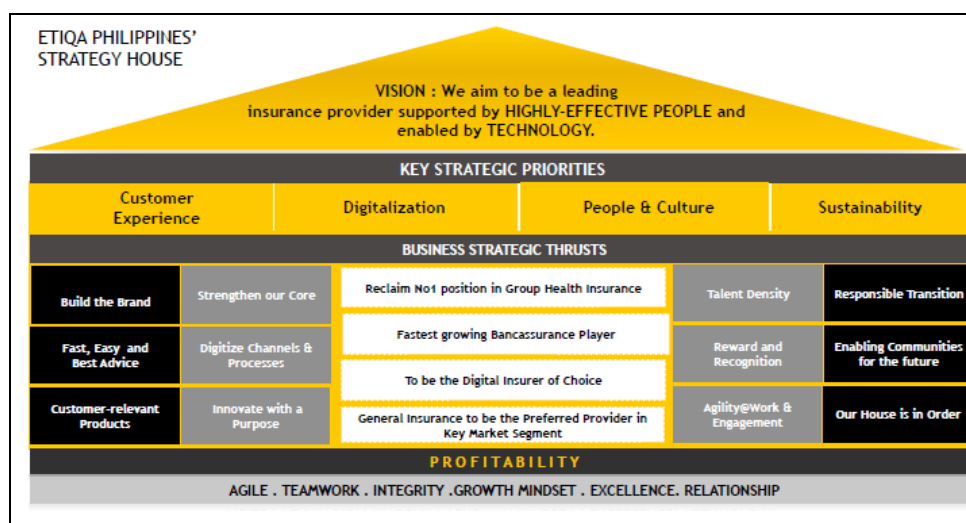
The purpose of *Part A: Board and Board Committee Effectiveness Evaluation* is to evaluate the overall performance of the Board. This evaluation comprises the following areas:

No.	Key Areas
<b>Part A1</b>	Key Areas of Priority and Focus of the Board
<b>Part A2:</b>	
1	Overall Board effectiveness
2	Board responsibilities
3	Board composition
4	Board Remuneration
5	Board Committees (a) Board Committees evaluation (b) Board Committees self-evaluation
6	Board conduct
7	Board interaction and communication
8	Board Chair
9	Board administration and process
10	Directors Learning and Development Programme

# Part A: Board and Board Committee Effectiveness

The objective of *Part A* is to evaluate the effectiveness of the overall performance of the Board and Board Committees. *Part A* is divided into two (2) sections as per the following:-

**Part A1** Key Areas of Priority and Focus of the Board- Forward looking view of what the Board believes are areas that they should focus on in the future, based on the M25 Plan.



**Part A2** Board Effectiveness - Assessment of Board Effectiveness for FY2021

Where applicable, please complete the questionnaire using the grading system provided. Please provide your answer for each of the areas based on your experience during the **12 months** from **1 January 2021 to 31 December 2021** and provide written comments or suggestions for improving the Board's performance at the space provided at the end of each page if it has not been addressed in the questions. Your answers will be kept completely confidential.

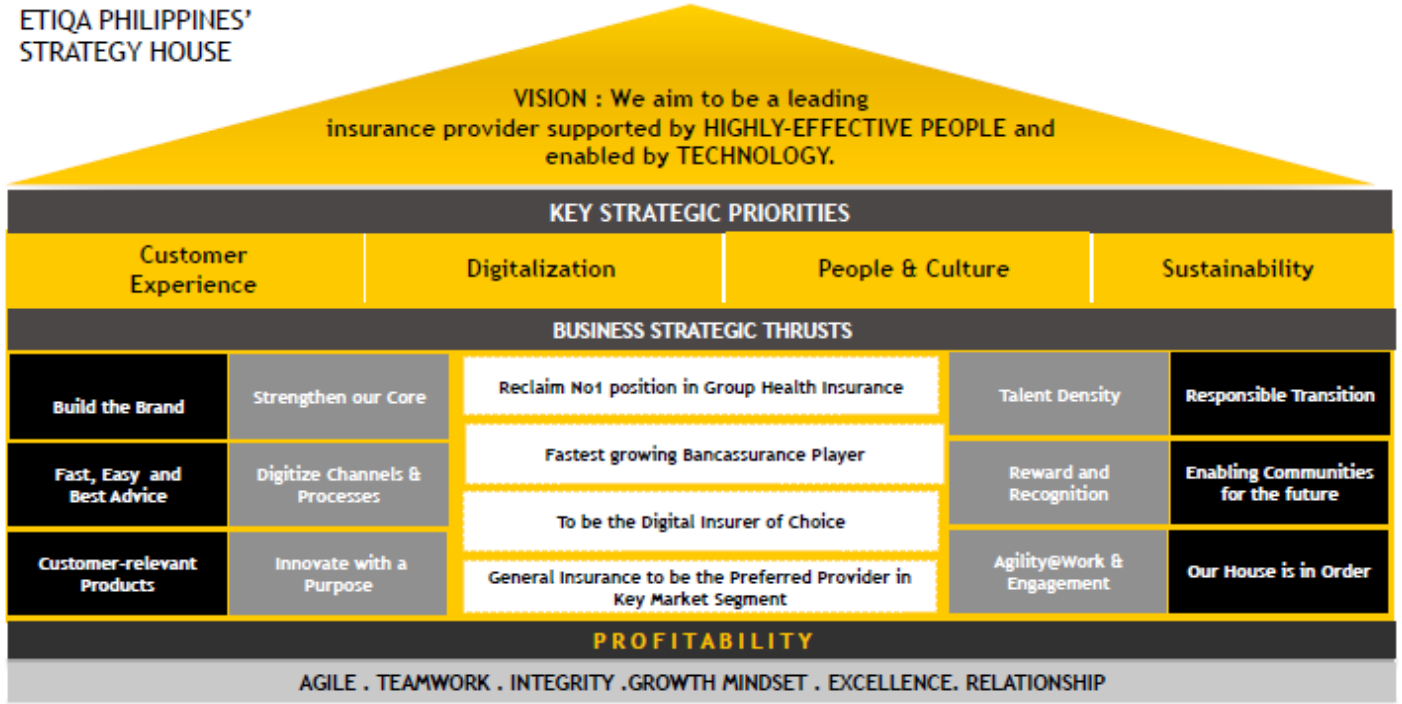
## Legend

Ratings		Description
1	Below Expectations	Weak demonstration of attributes, area evaluated requires immediate address
2	Needs Improvement	Attributes inconsistently demonstrated and requires further improvements to be made more effective
3	Satisfactory	Appropriate demonstration of attributes, area evaluated meets requirements
4	Strong	Exemplary and market-leading demonstration of attributes

**Part A1 Key Areas of Priority and Focus of the Board**

For the Board's reference, the following are the key drivers of each strategic priorities of M25 Plan:-

**ETIQA PHILIPPINES' STRATEGY HOUSE**



**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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**Q1.** In your opinion, how **effective** has the Board been in providing leadership and guidance to the Management in driving the M25 Plan, in terms of the following strategic priorities:-

Reclaim No. 1 position in Group Health Insurance	Rating
Fastest Growing Bancassurance Player	Rating
Digital Insurer of Choice	Rating
General Insurance to be the Preferred Provider in Key Market Segment	Rating

**Q2.** If you have rated any of the above areas as either “Below Expectations” or “Needs Improvement” kindly provide your views and comments in the space provided below, for example:-

- Whether the Board as a whole needs to spend more time focusing on specific areas of concern and if so, to set out those areas of concern
- Whether the Board as a whole has sufficient knowledge of the key driver/s in question, and if you believe these are lacking, to set out the areas that the Board require more information or need to acquire more knowledge
- Whether you believe the Board as a whole should either:-
  - actively provide guidance and oversight in respect of these key areas;
  - lead discussion and makes key decisions; or
  - provide advice to Management only when issues are escalated

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

Additional Comments

**Q3.** What are your key concerns/worries (i.e. strategic, operational, organizational) about ELGAP for 2022? Kindly provide your views and comments in the space provided below:-

Comments

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**Part A2 Board Effectiveness - Assessment of Board Effectiveness for FY2021**

**OVERALL BOARD EFFECTIVENESS**

Q1. The following are in relation to the Board’s overall performance in the past year.

a) In your opinion, how effective has the Board been in the past year?

Rating

b) In your opinion, what are the top 3 strengths of this Board?

Key strengths
1.
2.
3.

c) In your opinion, what are the top 3 areas for enhancement to further elevate this Board’s effectiveness?

Key areas for enhancement
1.
2.
3.

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**BOARD RESPONSIBILITIES**

**Q2.** Please rate how effective the Board has been in discharging its responsibility in respect of **Setting KPI's for the Management**

**Guidance Note**

*For the Board's reference, the following are the Board's key responsibilities in setting KPIs for the Management:-*

- *Setting and monitoring appropriate KPIs for the Management which are aligned to ELGAP's strategies*
- *Ensuring that KPIs are aligned and balanced between the Organization's short- and long-term strategic objectives*
- *Ensuring that Management is accountable for the achievement of KPIs*

**KPIs for Management**

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>

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**Q3.** Please rate how **effective** the Board has been in discharging its responsibility in **overseeing ELGAP’s business conduct**

**Guidance Note**

*One of the Board’s key responsibilities is to oversee the conduct of the ELGAP’s business to evaluate whether the business is being properly managed.*

The ELGAP’s business conduct

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**STRICTLY PRIVATE AND CONFIDENTIAL**

**Q4.** Please rate how effective the Board has been in discharging its responsibility in overseeing risk management for ELGAP.

**Guidance Note**

*Among the Board's key responsibilities are to ensure the following:-*

- setting the right risk appetite within which the Board expects the Management to operate*
- identifying principal risks faced by ELGAP and ensuring the implementation of appropriate systems to manage these risks*
- ensuring that key risks, including emerging risks from digital technology or new business model are appropriately identified, monitored, managed and addressed*
- conducting periodic review of ELGAP's risk management capabilities to ensure continued ability to support the business*

**Risk management**

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>

**STRICTLY PRIVATE AND CONFIDENTIAL**

**Q5.** Please rate how effective the Board has been in discharging its responsibility in overseeing and reviewing ELGAP's **governance, compliance and internal control** frameworks

**Guidance Note**

***Among the Board's key responsibilities are to:-***

- oversee and review ELGAP's governance, compliance, anti-corruption and internal control frameworks and ensuring that these are appropriate based on the size,nature and complexity of ELGAP's operations***
- promote good corporate governance culture within ELGAP which reinforces prudent and professional behavior***

**Governance, compliance and internal control framework**

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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**Q6.** Please rate how effective the Board has been in driving culture of compliance and ethics

**Guidance Note**

**Among the Board's key responsibilities are to:-**

- *promote strong ethical values in ELGAP through a formalized code of conduct*
- *ensure that ethics violations are addressed consistently and there are appropriate compliance and whistle-blowing mechanisms*
- *ensure that violations and breaches are effectively identified and promptly addressed*
- *ensure that there is a strong culture of compliance throughout ELGAP, established through appropriate training/ reinforcement programmes and a consequence management framework*

Driving culture of compliance and ethics

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**STRICTLY PRIVATE AND CONFIDENTIAL**

**Q7.** Please rate how effective the Board has been in ensuring there is effective communication with ELGAP's stakeholders

**Guidance Note**

**Among the Board's key responsibilities are to:-**

- ensure the development and implementation of an **effective investor relations programme or shareholder/ stakeholders communication policy for ELGAP with regular and timely public disclosure on its communications plan**
- **Ensure that an effective investor relations programme is in place that accurately conveys a compelling view of ELGAP and its performance externally**
- **Gather views or input from relevant stakeholders regularly**

Communication with ELGAP's stakeholders

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**STRICTLY PRIVATE AND CONFIDENTIAL**

**Q8.** Please rate how effective the Board has been in ensuring that a **Business Continuity Plan (“BCP”)** is in place for ELGAP.

**Guidance Note**

*Among the Board’s key responsibilities are is to:-*

- *ensure robust crisis management and business continuity practices are in place, including having a future ready workforce, to enable ELGAP to effectively respond to crisis situations*
- *conduct periodic review of the BCP for continued relevance*
- *Where applicable, ensure effective response to a crisis*
- *Where relevant, ensure appropriate adjustments to working arrangements, capability enhancement and capacity release through virtual means of working*

Crisis and business continuity management

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4



**STRICTLY PRIVATE AND CONFIDENTIAL**

**Q9.** Please rate how effective the Board has been in ensuring the integrity of the Company's financial and non-financial reporting

**Guidance Note:-**

***Among the Board's key responsibilities are to:-***

- ***Ensure financial reporting is true, fair and transparent***
- ***Ensure non-financial reporting is in line with regulatory requirements, and good international practices***
- ***Ensure that integrated reporting is aligned with ELGAP's long-term values and is meaningful for its stakeholders***
- ***Ensure all accounting records and other records are retained in accordance with legal requirements***

Financial and non-financial reporting

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**STRICTLY PRIVATE AND CONFIDENTIAL**

**Q10.** Please rate how effective the Board has been in ensuring lines of communications between ELGAP and regulators are sufficient

**Guidance Note:-**

***Among the Board's key responsibilities are to:-***

- Promote timely and effective communication between ELGAP and regulators***
- Where applicable, report promptly to regulators on matters that may affect the safety and soundness of ELGAP***

Communication between *ELGAP* and Regulators

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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**Q11.** Please rate how effective the Board has been in setting strategies , priorities and targets for Sustainability

***Guidance Note:-***

***Among the Board's key responsibilities are to:-***

- Ensure integration of sustainability in ELGAP's corporate strategy through appropriate environmental, social and governance considerations and decision-making***
- Ensure the board has the required competency to tackle questions and deliberate on sustainability, as well as evaluate sustainability risks and opportunities, and make informed decisions on the matter***

**Setting ELGAP's sustainability strategies, priorities and targets**

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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**Q12.** Please rate how effective the Board has been in addressing *ELGAP's* material sustainability risks and opportunities

**Guidance Note:-**

*One of the Board's key responsibilities is to address ELGAP's material sustainability risks and opportunities.*

*Progress against the achievement of sustainability targets*

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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**Q13.** Please rate how effective the Board has been in managing issues of individual Directors' interest which conflicts with *ELGAP*

**Guidance Note:-**

*One of the Board's key responsibilities is to ensure policies and procedures are in place to manage/ address directors' actual and potential conflicts of interest*

Managing Directors' conflict of interest

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**STRICTLY PRIVATE AND CONFIDENTIAL**

**Q14.** Please rate how effective the Board has been in **managing conflict of interest** between **ELGAP** and Group.

**Guidance Note:-**

***Among the Board's key responsibilities are to:-***

- ensure that group interests are appropriately balanced against the fiduciary and statutory duties that directors owe towards each legal entity they serve; and***
- common directors (who sit on the Board of ELGAP and a related company) must not subordinated their duty to act in the best interest of the subsidiary to ELGAP.***

**Managing Group conflict of interest**

Ratings (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>

**BOARD COMPOSITION**

**Q15.** The following are statements with regards to Board composition. Please provide your views to the following statements.

- a) Please indicate the ‘must have’ and ‘good to have’ skills and experience required on the Board to discharge its responsibilities and whether there are any gaps based on the current Board composition. Please indicate by placing (“X”). For areas that are not applicable, kindly leave the boxes empty.

Skills	Please mark (“X”)		
	‘Must have’	‘Good to have’	Gaps
Corporate governance			
Strategic planning and business strategy			
International business/ relations			
Commercial banking			
Investment banking			
Securities and Derivatives			
Islamic banking			
International banking			
Marketing			
Insurance and takaful			
Accounting and finance			
Corporate finance			
Treasury			
Taxation			
Actuarial			
Asset management			
Audit			
Risk management			
Legal and compliance			
ICT			
Human resource management			
Change management			
Entrepreneurship			
Technopreneurship			

Experience	Please mark (“X”)		
	‘Must have’	‘Good to have’	Gaps
International posting			
Gov’t/ agency/ regulatory bodies			
Professional services/ bodies			
Private enterprise			

Industry	Please mark (“X”)		
	‘Must have’	‘Good to have’	Gaps
Banking/ capital markets			
Insurance			
Property			
Public sector			
Telco/ IT			
Electricity/ power generation			
Manufacturing			
Transportation			
Oil and gas			
Construction			
Plantation			

Other knowledge and experience required, including any specific industry experience:

Other knowledge and experience required, including any specific industry experience:	Please mark (“X”)		
	‘Must have’	‘Good to have’	Gaps

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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Skills	Please mark ("X")		
	'Must have'	'Good to have'	Gaps
Disruptive technology/digital			
Cybersecurity			
Sustainability & climate change			

Experience	Please mark ("X")		
	'Must have'	'Good to have'	Gaps

b) The Board continuously reviews its composition to ensure appropriate diversity in **age, cultural background/ethnicity/ nationality and gender.**

	Ratings
Age	
Gender	
Cultural Background/ Ethnicity/ Nationality	

c) The current Board composition is **appropriate to provide sufficient oversight of ELGAP** in light of the evolving industry and regulatory landscape

d) In relation to Board effectiveness, do you feel that the **current** Board size is appropriate to facilitate effective oversight, delegation of responsibilities amongst members and productive discussions? Please circle where relevant. If you have selected "No", please indicate what the ideal Board size should be.

Ideal Board size			
Current members - 12 members	Yes	No	

Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4



**BOARD REMUNERATION**

**Q16.** The following statements are in relation to Director Remuneration. Please provide your ratings to the following statements.

**Guidance Note:-**

Board remuneration should be:-

- reflective of the role, effort, time, expected contribution, and risks involved in performing directors duties given **ELGAP's** strategy
- Comparable to similar organizations and/or industry practices
- reflective of an effective Board remuneration philosophy and framework

a) The remuneration you receive on this Board **appropriately compensates you for your role and the effort and time required to perform your duties.**

Rating

Kindly provide your views on the rating provided for the Board to consider:

Additional Comments

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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**BOARD COMMITTEES**

**Q17. Board Committees Evaluation (To be completed by all Board members).**  
Please take note that the evaluation for Board Risk Oversight Committee (BROC) will be included in FY2022 ELGAP Board Effectiveness Evaluation.

(a) In your opinion, how **effective** have the following Board Committees been in assisting the Board to perform its roles and responsibilities?

- Audit Committee of the Board (ACB)
- Corporate Governance Committee (CGC)
- Related Party Transactions Committee (RPTC)

Ratings

(b) **Board Committee Self Evaluation (To be completed by Directors sitting on the respective Board Committees)**

In your opinion, how effective has the Committee been in demonstrating the following?

- i. **Authority, resources and access to information** is evident and satisfactory.
- ii. This Committee **meets regularly to discuss and to follow through on key issues.**
- iii. The Committee **effectively engages issues and discharges its responsibilities** based on its Terms of References
- iv. The **current Board Committee composition** enables the Committee to carry out its duties effectively
- v. The Committee provides **timely and adequate insights and documentation to the Board**
- vi. The Committee Chair **leads the Committee effectively** to ensure robust decision making

	ACB	CGC	RPTC

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board Committee to consider:

Additional Comments
<u>Audit Committee of the Board</u>
<u>Corporate Governance Committee</u>
<u>Related Party Transactions Committee</u>

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>

**BOARD CONDUCT**

**Q18.** In your opinion, have the following attributes been demonstrated sufficiently in Board meetings?

a) The Boardroom environment encourages **active debate, questioning and participation** prior to decisions being made.

Key considerations:

- Board members consistently provide constructive feedback, focusing on root causes of issues and potential actions required to rectify the issues discussed
- A clear division of responsibilities to ensure a balance of power and authority is evident
- Independence and objectivity in the decision making process is maintained in the interest of **ELGAP** s shareholders

b) **Board members speak collectively and cohesively** together once decisions are made (particularly when announcing decisions).

c) There are **avenues to discuss sensitive matters privately** amongst **Independent Directors** should the need arise.

Ratings

Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

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**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**BOARD INTERACTION AND COMMUNICATION**

**Q19.** The following are several attributes pertaining to positive Board interaction and communication with Management and stakeholders. In your opinion, how well has the Board performed in these areas?

- a) The Board promotes an **effective working relationship with Management**.  
 Key considerations:
- The Board provides clear guidance and direction to Management on strategic matters, leveraging on their knowledge, skills and experience
  - The Board challenges Management's plans, assumptions, approach and outcomes in a constructive, productive and effective manner
  - The Board encourages and supports Management's execution of Board decisions by providing adequate authority, resources and targets
- b) The Board and Chair have an **effective working relationship with the Group President & Chief Executive Officer ("GPCEO")/ Chief Executive Officer ("CEO")**.  
 Key considerations:
- The roles of the Chair and GPCEO/ CEO are separate and distinct, i.e. no overlap of roles is evident

Ratings

Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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**BOARD CHAIR**

**Q20.** In your opinion, how effectively have the following attributes been demonstrated by the Board Chair?

- a) The Chair **effectively leads the Board** in decision-making process by facilitating a consultative environment and encouraging contribution from all Directors.
- b) The Chair **acts as a liaison between the Board and Management** and establishes an effective working relationship with the GPCEO/CEO and Senior Management, providing support and advice while respecting executive responsibility.
- c) The Chair proactively **sets the tone from the top** in shaping the Board culture and upholding the corporate values of **ELGAP**.

Ratings

Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

**BOARD ADMINISTRATION AND PROCESS**

**Q21.** In your opinion, how effective have the following Board administration tools been?

		Ratings
a)	<b>Board Charter, Board/ Board Committee Terms of References, Board Manual and other governance documents</b> - provide clarity of the Board's roles vis-à-vis Management.	
b)	<b>Board meeting planning</b> Key considerations: <ul style="list-style-type: none"> <li>• Annual Board agenda - focused on key matters, including Board's principal responsibilities</li> <li>• Meeting agendas - sufficient notice given, time and items appropriately arranged to allow sufficient time to discuss the most complex and critical issues</li> <li>• Meeting frequency - appropriate frequency and length</li> </ul>	
c)	<b>Board meeting documents</b> Key considerations: <ul style="list-style-type: none"> <li>• Board papers - well-structured with emphasis on pertinent information and clear management recommendation for decisions required, contain sufficient detail to facilitate informed decision making and distributed in advance for adequate preparation</li> <li>• Board minutes - well structured, concise, captures key discussions and timely</li> </ul>	
d)	<b>Support from Company Secretary</b> - effective, adequate and timely.	

Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
<input style="width: 40px; height: 20px;" type="text" value="1"/>	<input style="width: 40px; height: 20px;" type="text" value="2"/>	<input style="width: 40px; height: 20px;" type="text" value="3"/>	<input style="width: 40px; height: 20px;" type="text" value="4"/>

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**DIRECTORS LEARNING AND DEVELOPMENT PROGRAMME**

**Q22.** The following statements are in relation to Directors' learning and development programme.

- a) The **Directors' learning and development programme (including internal and external training)** has been effective in assisting you in the performance of your duties as a Director.

Ratings

Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments

- b) Please indicate the type of training that you would like to receive in the forthcoming year.

Specific Areas/ Topics

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>



**Learning Needs on Sustainability & Environmental, Social & Governance (“ESG”)**

**Q23. Overall, please describe your key Learning Need(s) on Sustainability?**

Key Learning Need(s) on Sustainability

**Q24. In your opinion, which of the following topics would be most relevant for *ELGAP* Board of Directors? Please indicate the level of importance of the topics below with a checkmark (✓) for each topic in each row of the Table below:**

Topic	Very Important	Important	Less Important
<b>1. ESG Governance:</b> a. Board of Directors accountabilities and liabilities on ESG with case study examples  b. The ESG Governance & Risk Mgmt. required - frameworks, current gaps, and best practices  c. How to enable and catalyze organizational shifts and culture required in the organization on ESG  d. Others (please specify):  _____  _____  _____  _____  _____			

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4

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Topic	Very Important	Important	Less Important
<p><b>2. Stakeholder Engagement on ESG:</b></p> <p>a. Engagement frameworks for various stakeholder groups e.g., Government, Policy-Makers, Investors, etc. with case studies</p> <p>b. How to address Shareholder Activism on ESG</p> <p>c. Disclosure requirements, roles &amp; responsibilities of Board and Management</p> <p>d. Others (please specify):</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>			
<p><b>3. Evaluating ESG Strategies &amp; Impact</b></p> <p>a. Global &amp; regional trends on ESG</p> <p>b. Current standards &amp; practices on quantifying ESG’s impact on Value for Shareholders, Society, and Stakeholders</p> <p>c. Pitfalls and limitations of ESG</p> <p>d. Case studies and methods for navigating tensions and competing needs &amp; income distribution</p> <p>Others (please specify):</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>			

**Guidance notes on ratings:**

<p>Below Expectations</p> <p style="text-align: center;">1</p>	<p>Needs Improvement</p> <p style="text-align: center;">2</p>	<p>Satisfactory</p> <p style="text-align: center;">3</p>	<p>Strong</p> <p style="text-align: center;">4</p>
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**STRICTLY PRIVATE AND CONFIDENTIAL**

Topic	Very Important	Important	Less Important
<p><b>4. Just Transitions</b></p> <p>a. How do we help society transform into a just world?</p> <p>b. Integrating E &amp; SG considerations, managing tensions and trade-offs - case studies &amp; examples</p> <p>c. ESG Growth sectors and segments in ASEAN</p> <p>d. Green technology &amp; innovation in key sectors</p> <p>e. Transitioning required for the Bank and Clients</p> <p>f. Others (please specify):</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>			
<p><b>5. Please specify if there are any other key topics that you would like covered:</b></p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>			

**Q25. In your opinion, what would you like to see as the ideal Outcome(s) from Maybank Group Board’s training on Sustainability?**

Ideal Outcome(s)
<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

**Guidance notes on ratings:**

Below Expectations	Needs Improvement	Satisfactory	Strong
<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">1</div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">2</div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">3</div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">4</div>

# Thank You

Thank you for your time and valuable input to the 2021 Board Effectiveness Evaluation exercise.

The next steps in this exercise will involve the following:

- Collation and analysis of results from all Directors
- Preparation of the Board Effectiveness Evaluation report
- Customization of individual Director’s copy of the report

***Guidance notes on ratings:***

Below Expectations	Needs Improvement	Satisfactory	Strong
1	2	3	4