

# CHECKLIST FOR THE END-TO-END BEE

## Roles and Responsibility of Key Stakeholders of BEE

### *Company Secretary*

#### 01 Agree Intent

- ☐ Provide administrative support to the Nomination Committee Chair in preparing for the Board briefing session, including reviewing previous year's BEE results and status of action plans
- ☐ Minute the deliberations and decisions made during the Board briefing session
- ☐ Follow up on matters raised during the Board briefing session
- ☐ Evaluate and submit a suitable BEE Intent and Approach for consideration by the Nomination Committee Chair, based on evidence gathered from observation and research on good governance practices

#### 02 Identify Parameters

- ☐ Assist the Nomination Committee Chair in reviewing key parameters
- ☐ Recommend key parameters for consideration based on regulatory requirements and/or other relevant guidance materials
- ☐ Update questionnaires, where necessary
  - Under guidance of the Nomination Committee Chair, ensure specific priority areas are included into the assessment parameters when adopting the 'follow up' and/or 'focused' approach

#### 03 Determine Mechanisms

- ☐ Administer the BEE
  - Where relevant, customise and distribute BEE questionnaires for Directors and Management
  - Where relevant, schedule follow up conversations with individual Directors and Management
- ☐ Where relevant, aggregate questionnaire responses and identify key themes for further discussion during follow up conversations with individual Directors
  - Leverage on analysis template and scoring framework to identify common themes and issues raised by Directors and Management

#### 04 Deliver Outputs

- ☐ Analyse responses and discuss preliminary results with Nomination Committee Chair
- ☐ Finalise BEE report and individual Directors' Scorecards
  - Ensure individual Directors' Scorecards are kept confidential and limited to the purview of the Board Chair and individual Directors only
- ☐ Assist in the development of the Board Enhancement Programme
  - Under the guidance of the Nomination Committee Chair, identify action plans based on key areas for enhancement and other areas for consideration identified
- ☐ Monitor and track progress of the Board Enhancement Programme's action plan(s)
- ☐ Report progress to the Board
  - Ensure progress updates on the Board Enhancement Programmes are included as part of the Board meeting agenda

#### 05 Review Outcomes

- ☐ Record minutes of the Board discussion to review outcomes from current year's BEE
- ☐ Ensure feedback received is incorporated into subsequent year's BEE
- ☐ Prepare and finalise the BEE disclosure statement to be incorporated into the LFI's annual report