

CHECKLIST FOR THE END-TO-END BEE

Roles and Responsibility of Key Stakeholders of BEE

Nomination Committee Chair

01 Agree Intent

- ☐ Together with the Board Chair and Nomination Committee Members, determine appropriate Intent and Approach of the BEE by reviewing previous year's BEE results and status of action plans
 - Ensure accountable parties provide progress updates on the Board enhancement programmes
- ☐ Drive discussions during the Board briefing session by outlining key objectives and intended outcomes of the BEE
 - Provide Directors with the opportunity to share their expectations and intended outcomes stemming from the BEE

02 Identify Parameters

- ☐ Drive the review exercise by way of examining existing questionnaires for appropriateness, particularly in relation to those priority areas and/or other parameters identified by the Board Chair
- ☐ Provide guidance to the Company Secretary in terms of reviewing and setting appropriate parameters
 - Provide input on priority areas to be included into the assessment parameters when adopting the 'follow up' and/or 'focused' approach

03 Determine Mechanisms

- ☐ Together with the Board Chair and Nomination Committee Members, determine appropriate mechanism(s) based on the context of the Board and LFI and drive BEE process
 - Recommend mechanism(s) based on the intended outcomes and agreed approach
 - Where necessary, provide guidance to the Company Secretary in administering the BEE
- ☐ Where relevant, together with the Board Chair and Nomination Committee Members, identify and appoint appropriate facilitator(s) to conduct follow up conversations with Directors and/or collate Management feedback
- ☐ Where relevant, conduct follow up conversations with Directors to validate questionnaire responses and discuss key concerns
 - Encourage open and candid feedback from Directors by reassuring confidentiality of responses shared during these conversations

04 Deliver Outputs

- ☐ Drive the development of the Board Enhancement Programme
 - Discuss and provide guidance to the Company Secretary in finalising the BEE report, which covers key areas for enhancement and other areas for consideration
 - Provide guidance to the Company Secretary in developing the Board Enhancement Programme
- ☐ Ensure that progress updates concerning the Board Enhancement Programme are delivered to the Board on a regular basis
- ☐ In the absence of the Senior Independent Director, communicate collective feedback to Board Chair on his/her performance
 - Collate feedback received from other Directors on Board Chair's performance
 - Provide collective feedback to Board Chair

05 Review Outcomes

- ☐ Drive the discussion in reviewing the outcomes from current year's BEE by soliciting views and feedback from other Directors during the discussion itself
- ☐ Guide the Company Secretary on key considerations to incorporate into the BEE disclosure statement