



*The Alumni Association
for FI Directors*

BOARD EFFECTIVENESS EVALUATION

YEAR OF ASSESSMENT [*financial year*]

PART B

DIRECTORS' SELF AND PEER EFFECTIVENESS

[*entity's name*]
[*Director's name*]

INTRODUCTION

The principles and requirements set out in the Bank Negara Malaysia ("BNM") Corporate Governance Policy Document and the Malaysian Code of Corporate Governance ("MCCG") stress on the importance of the role of an effective Board in establishing high standards of corporate governance. The objective is to ensure the sustainable growth and long-term resilience of an organisation, 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 will assist the Board to further enhance its overall performance moving forward, by focusing on the following:

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

This questionnaire has been designed to take into consideration the principles and good governance practices as set out in the following guidance materials:

- 01 Malaysian Code on Corporate Governance (April 2021)
- 02 BNM Corporate Governance Policy Document (August 2016)
- 03 Bursa Corporate Governance Guide (December 2021)
- 04 Financial Services Professional Board Code of Ethics for the Financial Services Industry (December 2015)

Additionally, specific areas as set out in the Board Charter(s) and Board Committee(s) Terms of References have also been considered in tailoring this questionnaire.



Instructions for Completing the Directors' Self and Peer Evaluation

- The assessment period is for **twelve (12) months**.
- *Your answers will be kept confidential.*
- This evaluation pack has been customised for you as a Board member of [**entity name**]. Please complete all the questions before submitting the questionnaire.
- Please use the scoring system provided to answer all the questions.
- The estimated duration for the completion of this evaluation pack is approximately 45 minutes.



ORGANISATION OF THE QUESTIONNAIRE PACK

- The purpose of the **Part B: Directors' Self and Peer Evaluation** is to evaluate individual Board member's contribution to the Board and aspects on personal qualities and attributes.
- The names of the respective Director and fellow Board members are indicated in the questionnaire for your ease of reference.
- The first column in each questionnaire is for self-evaluation. Please rate your own performance on the Board using the grading system provided.
- Subsequently, please evaluate the performance of your fellow Board members (Peer evaluation) as indicated in the subsequent columns, again using the grading system provided. Only peer ratings will be taken into account when deriving an average score, which will be compared against self-scores.
- The report setting out the results of Part B will not contain the names of any Board member, to maintain confidentiality. The respective Directors will receive their personal copy of their own Self and Peer evaluation results, and only the aggregated Peer ratings.



PART B: DIRECTORS' SELF AND PEER EFFECTIVENESS

The objective of **Part B** is to evaluate the effectiveness of performance, personality and quality aspects of Board Members. Candour, effort, integrity, knowledge and leadership are pre-requisite competencies that a Board member should possess in order to carry out his/her duties and responsibilities. As such, please read each statement carefully and then provide your input for each individual on whether he/ she exhibited these competencies in the course of your interactions, on a regular and consistent basis. It is important to limit your responses to how the individual behaved during Board activities and meetings; not how he/ she behaves elsewhere.

Please complete the questionnaire using the grading system provided. Please provide your answer for each of the areas based on your experience during the **twelve (12) months** from **[assessment period]** and provide written comments at the space provided at the end of the questionnaire if necessary. Your answers will be kept confidential.

LEGEND

RATINGS		DESCRIPTION
3	Consistently	Consistently demonstrates the attribute. The area evaluated is perceived to be exemplary.
2	Sometimes	Depending on issues, this attribute is sometimes demonstrated. The area evaluated requires further improvements to ensure effectiveness.
1	Rarely	Rarely demonstrates the attribute. The area evaluated requires significant improvements.improvement.

BOARD RESPONSIBILITIES

The first column is for self-evaluation. Please rate your own performance on the Board, using the grading system provided. Subsequently, please evaluate the performance of your fellow Board members (Peer evaluation) as indicated in the subsequent columns, again using the grading system provided.

Rarely	Sometimes	Consistently
1	2	3

Board Dynamics and Participation

- 1) This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions.
- 2) This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions¹.
- 3) This Director is a team player and is considerate, collaborative and inclusive of others' views².
- 4) This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process³.

Leadership, Integrity and Objectivity

- 5) This Director holds himself/ herself and others accountable to meet commitments and for decisions made⁴.
- 6) This Director is driven, reliable and persistent to achieve outcomes despite obstacles⁵.

Ratings			
Self	Peer		
D1	D2	D3	D4

¹ Leadership attributes from FIDE FORUM's Board Leadership Framework have been embedded into these questions.

² Ibid.

³ Ibid.

⁴ Ibid.

⁵ Ibid.

- 7) This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner⁶.
- 8) This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct⁷.
- 9) This Director remains composed and positive in the face of uncertainties when deciding on the best course of action⁸.
- 10) This Director shows empathy while persuading others to his/ her views⁹.
- 11) This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.
- 12) This Director demonstrates clarity of thought and independence of judgement in problem solving.
- 13) This Director is agile in adapting to different demands to his/ her role as a Board Member¹⁰.
- 14) This Director makes good and timely decisions that keep the Organisation moving forward¹¹.

Knowledge and Expertise

- 15) This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.
- 16) This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions¹².
- 17) This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.
- 18) This Director shares views that cultivate innovation in enhancing the Organisation's overall performance¹³.
- 19) This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.

⁶ Leadership attributes from FIDE FORUM's Board Leadership Framework have been embedded into these questions

⁷ Ibid.

⁸ Ibid.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Ibid.

¹² Ibid.

¹³ Ibid.



In order to maximise individual Directors' effectiveness, please provide any comments that you may have on yourself and fellow Board members based on your/their performance as a Director.

	Areas of strength to continue doing	Areas to focus on moving forward
D2		
D3		
D4		



THANK YOU

Thank you for your time and valuable input to the [*financial year*] 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
- Customisation of individual Director's copy of the report

Note: To maintain confidentiality, the report setting out the results of Part B Directors' Self and Peer Evaluation will not contain the names of any Board member. The respective Directors will receive their personal copy of their own Self and Peer evaluation results and only the aggregated peer ratings.