

# CHECKLIST FOR THE END-TO-END BEE

This Guide has identified key individuals that play a pertinent role in enabling an effective BEE. The section serves to guide these individuals throughout each stage of the BEE:

## Roles and Responsibility of Key Stakeholders of BEE

### *Board Chair*

#### 01 Agree Intent

- ☐ Set tone from the top in advocating the value of the BEE, and need to promote continuous improvement
  - Support Nomination Committee Chair in driving the Board briefing session to share recommended objectives and approach of the BEE
- ☐ Together with the Nomination Committee Chair, determine appropriate Intent and Approach of the BEE by reviewing previous year's BEE results and status of action plans
- ☐ Steer Board members to agree collectively on the Intent and Approach of the BEE and emphasise the role and responsibilities of individual Directors in ensuring the success of the BEE
- ☐ Encourage candid feedback and participation in the BEE from all Directors
  - Demonstrate that cultural barriers should not exist within the Boardroom culture as it may hinder candid and open discussion amongst Directors
- ☐ Where required, advise and provide support to the Nomination Committee Chair prior to the Board briefing session

#### 02 Identify Parameters

- ☐ Provide views to the Nomination Committee Chair on priority areas and/or other parameters to be considered
  - Identify areas of concern that require further emphasis and/or enhancement (e.g. relationship with Management, overseeing strategic direction of the Organisation)

#### 03 Determine Mechanisms

- ☐ Where relevant, together with the Nomination Committee Chair, 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
  - Obtain aggregated questionnaire responses from the Company Secretary to support these follow up conversations
  - Encourage open and candid feedback from Directors by reassuring confidentiality of responses shared during these conversations

#### 04 Deliver Outputs

- ☐ Communicate peer feedback to individual Directors
  - Provide constructive performance feedback to individual Directors and subsequently discuss enhancement areas, if any
  - Where relevant, seek feedback from individual Directors on own performance
- ☐ Set tone from the top by emphasising the importance of the Board Enhancement Programme

#### 05 Review Outcomes

- ☐ Set tone from the top in advocating the value of the BEE for the purpose of continuous improvement
  - Ensure the that review of current year's BEE approach takes place in order to enhance subsequent year's BEE
  - Support the Nomination Committee Chair in driving the discussion in reviewing the outcomes from current year's BEE
- ☐ Provide advice and suggestions to the Nomination Committee Chair and/or Company Secretary on key considerations to incorporate into the BEE disclosure statement