



GFH Board Members

Performance **Evaluation Pack**

Performance Evaluation Guide

Objective:

The Board Performance Evaluation Guide provides a framework for the annual self- assessment process by the Board and Board Committees. The Board should conduct an annual assessment of the performance of:

- a) The Board
- b) Board Committees
- c) Each Individual Director

The Board must annually report to the Shareholders that performance evaluations have been conducted. The NRGC is responsible for developing a programme for the self-assessment of the Board and Board. The evaluation will be used to assess Board effectiveness and support in identifying the need for:

- A revised mix of skills / experience on the Board.
- Board training and/or professional support
- Replacement of Individual Directors whose contribution is deemed inadequate.

Principles:

- The Board shall, through the Nomination, Remuneration and Governance Committee (NRGC), undertake a formal and rigorous annual evaluation of its own performance and that of its Committees and Individual Directors.
- The Chairman will act on the results of the performance evaluation by recognizing the strengths and addressing the weaknesses of the Board and, where appropriate, proposing new members be appointed to the Board or seeking the resignation of Directors.
- The Chairman of the NRGC will be responsible for the performance evaluation of the Chairman, taking into account the views of other Board Members.
- The evaluation process will be used constructively as a mechanism to improve Board effectiveness, maximize strengths and tackle weaknesses.
- The results of Board evaluation will be shared with the Board as a whole whilst the results of individual assessments will remain confidential between the Chairman and the Director concerned.
- Key results indicators, derived from the strategic plans and objectives, should be used to measure the Board's performance.

Methodology:

- 1) Each Board Member is required to complete the 'Board Performance Evaluation Form' and the "Individual Director's Self Evaluation Form".
- 2) The Chairman of the Board will also individually evaluate each of the Board Members.
- 3) NRGC will collate the ratings of the Board (Board Performance Evaluation Form) done by each of the Board Member accordingly; in order to arrive to mean results.
- 4) Each Committee Members will also perform rating of their respective committee(s).
- 5) Similarly, NRGC will collate the ratings of each of the Committee (NRGC/BIC/ARC); in order to arrive to mean results of that specific committee.



Rating	
5	Strongly Agree
4	Agree
3	Not Applicable
2	Disagree
1	Strongly Disagree

BIC - Self Evaluation			
S. No.	Area/Component	BIC Member's Rating	Comments
A	Terms of reference/ Charter		
1	Have the BIC terms of reference been approved by the board?		
2	Does the BIC annually review its terms of reference and recommend any necessary changes to the board?		
3	Does the BIC charter includes the <u>following</u> :		
3.i	Establishing operating guidelines for investment strategies and products and services.		
3.ii	Review and endorsing the investment, financing and trading decisions taken by the EXCOM		
3.iii	Evaluation of the investment, financing and trading performance and making recommendations		
3.iv	Developing and recommending changes from time to time in the corporate governance policy framework.		
3.v	Recommendation and endorsement covers the following activities: a) Investments: b) Treasury: c) Placement and underwriting activities; d) Credit Facilities (rollover, new facilities, settlement, commissions paid, etc). e) Maximum Exposure Limit (Investment & Credit) f) Provisions / Write offs (Investment & Credit)		
B	Membership and appointments		
1	Is the BIC chaired by the Chairman of the Board of Directors.		
2	Is BIC membership restricted to a term no longer than three years?		
3	Does the BIC consists at least three members, who are selected by the Board?		
4	Are the members selected according to the identified skills, experience and independence required for the committee?		
C	Meetings		
1	Does the BIC meets at least four times in a year?		
2	Does the BIC report to the Board on regular basis (i.e. quarterly) on all matters within its duties and responsibilities?		
3	Are the BIC meetings well attended?		
4	Considering the importance of investment decisions, are some meetings scheduled at short notices?		
5	Where meeting are scheduled at short notices, are the consultation undertaken by in-person visits, conference calls, facsimiles and telex communication or by memorandum (by courier delivery)?		
6	Does each member provide proper briefing of their view point on each required decision?		
7	Are the dates of the meetings for the year set forth and agreed at the beginning of the year?		
8	Are the meetings of the BIC scheduled in a manner that they coincide with meetings of the Board.		
9	Is sufficient time allowed between BIC meetings and board meetings to allow any work arising to be carried out and reported to the board as appropriate?		
10	Does the BIC invite non-members to attend meetings where necessary? (Non-voting guests may be invited to meetings by the Chairman, provided their presence adds value to the decision making process)		
11	Does BIC meets additionally as events and decision making require? (Meeting might be conducted through conference call between the members of the Committee).		
12	Are meeting agendas and related background information circulated in a timely manner to enable full and proper consideration to be given to the issues?		
13	Are the written minutes of BIC meetings maintained and filed with the minutes of the meetings of the Board.		
14	Does the Chief Investment Officer acts as the Secretary of BIC?		

15	Does the BIC Secretary fulfill the following responsibilities pertaining to the committee meetings: a) Prepare and obtain approval of the meeting agenda. b) Issue meeting invitations and Agenda. c) Prepare and submit the minutes of the meeting for approval.		
16	Does the Secretary maintains the resolution and circulates to the EXCOM and other senior management to take the necessary actions.		
D	Resources		
1	Does the BIC have sufficient skills, experience, time and resources to undertake its duties?		
2	Is an induction programme (covering the role of the BIC, its terms of reference and expected time commitment by members;an overview of the company's business; and the main business and financial dynamics and risks) provided for new BIC members?		
3	Does the BIC have access to the services of the company secretary and staff?		
4	Do BIC members have the opportunity to attend formal courses and conferences, internal company talks and seminars, and briefings by external advisers such as the company's auditors and lawyers?		
E	Relationship with the board		
1	Does the committee report to the full board after each meeting?		
2	Where there is disagreement between the BIC and the board, is adequate time set aside for discussion of the issue with a view to resolving the disagreement?		
3	Where disagreements between the BIC and the board cannot be resolved, does the BIC have the right to report the issue to shareholders?		
F	Communication with shareholders		
1	Does the BIC ensure that a report on its role and responsibilities, and the actions taken to discharge those responsibilities is included in the annual report and accounts?		
2	Does the report on the BIC's activities provide sufficient detail to enable shareholders to understand how the BIC has discharged its duties?		
3	If the board did not accepts any of the the BIC's recommendation, does BIC ensure the annual report and accounts includes a statement while explains its recommendation and the reasons why the board took a different stance?		
G	Recommendations for improvement		
1	How can the committee improve its performance?		
2	How can I improve my performance?		
Name			
Sign			
Date			



Rating	
5	Strongly Agree
4	Agree
3	Not Applicable
2	Disagree
1	Strongly Disagree

Board Performance Evaluation Form			
S. No.	Area/Component	Member's Rating	Comments
A	Board structure		
1	Board composed of Directors with appropriate mix of skills to match Bank's requirements		
2	Directors are given appropriate adequate training and development		
3	Committees have been assigned appropriate tasks		
4	NRGC is effectively functioning/ fulfilling its responsibilities		
5	ARC is effectively functioning/ fulfilling its responsibilities		
6	BIC is effectively functioning/ fulfilling its responsibilities		
B-i	Board operations & interaction: <u>Board Meeting</u>		
1	Board meetings are at the about right frequency (x times per annum) and length		
2	Appropriate time is allocated for the items on the agenda		
3	<u>Board papers have sufficient content and coverage on:</u>		
3.i	Strategic direction		
3.ii	Performance against the annual financial plan		
3.iii	Performance of key business units		
3.iv	Management of key risks		
3.v	Management of human capital		
3.vi	Management control systems		
3.vii	Technology issues		
3.viii	Legal issues & compliance		
3.ix	Financial disclosure		
B-ii	<u>Board Communication</u>		
1	Conduct of board meetings allow for an open and constructive communication style (encourages focused discussion, questioning and expression of various viewpoints)		
2	I have sufficient access to the Chairman		
3	I have sufficient access to the management		
C-i	<u>Board roles and responsibilities</u>		
1	I have a clear understanding of how my role differs to that of management		
2	Board has successfully delivered value to shareholders and other stakeholders		
3	Board ensures effective policies on investor relations program to all relevant stakeholders		
C-ii	<u>Strategy planning</u>		
1	Board has an appropriate level of involvement in developing the Bank's strategy		
2	Board has sufficient understanding in external trends, competitive threats and opportunities critical to Bank's future performance		
3	Board has sufficient knowledge of major business issues to provide adequate advice		
C-iii	<u>Performance management</u>		
1	Board effectively monitors KPIs throughout the year		
2	Board effectively follows-up on implementing issues raised in previous meetings		
C-iv	<u>Human capital management</u>		

1	Board has sufficient visibility of pool of future leaders (e.g. identified leadership gap to execute chosen strategy)		
2	Board ensures succession planning and the appointment, training and motivating of the CEO		
3	Board ensures succession planning and the appointment, training and motivating of key executives		
C-v	<u>Risk management</u>		
1	Board has adequate risk management procedures in place		

D	Recommendations/Comments		
i	Please describe any area of expertise that you think would be beneficial to our Board that is not represented in the current membership:		
ii	If for some reason you could no longer serve on the Board, whom would you recommend as your successor?		
iii	If any, what would be the most significant change that you may recommend for the Board's practices?		
iv	Is there anyone else you would recommend for the Board in any area of expertise?		
Name			
Sign			
Date			



Rating	
5	Strongly Agree
4	Agree
3	Not Applicable
2	Disagree
1	Strongly Disagree

Individual Director Self Evaluation Form					
S. No.	Area/Component	Member's Rating	Comments	Rating by Chairman	Comments
A	Contribution & Interaction				
1	Sharing of information or insights				
2	Participating actively in board activities, working constructively with the peers				
3	Taking stands at board or committee meetings where necessary				
4	Encouraging feedback from Board				
5	Encouraging meetings to focus on the agenda				
6	Confronting conflicts and participation to find resolution				
B	Quality of Input				
1	Providing logical opinions on issues presented				
2	Prioritizing context of issues to be in line with objectives				
3	Motivating other members to be decisive and action-oriented				
4	Applying analytical and conceptual skills in decision-making process				
5	Communicating persuasively in a clear and non-confrontational manner				
C	Understanding of Role				
1	Adding value to the meetings – being prepared to attend the meeting				
2	Taking initiative to request for more information				
3	Focusing on the accomplishment of the objectives				
4	Assessing and linking short-term issues to the long-term strategy				
5	Ensuring performance of financial and human capital, keeping in mind the strategic plan while taking investment decisions				
Name					
Sign					
Date					



Rating	
5	Strongly Agree
4	Agree
3	Not Applicable
2	Disagree
1	Strongly Disagree

NRGC - Self Evaluation			
S. No.	Area/Component	NRGC Member's Rating	Comments
A Terms of reference/ Charter			
1	Have the NRGC terms of reference been approved by the board?		
2	Does the NRGC annually review its terms of reference and recommend any necessary changes to the board?		
3	Does the NRGC charter includes the following :		
3.i	Making recommendations to the Board on the size of the Board or its committees.		
3.ii	Making recommendations on the remuneration policies for Board and other approved persons.		
3.iii	Identifying persons qualified to become members of the Board, CEO and other members of the Executive Management.		
3.iv	Developing and recommending changes from time to time in the corporate governance policy framework.		
3.v	Assuring that plans are in place for orderly succession of senior management.		
3.vi	Evaluating the performance of CEO and Executive management (excluding – Head of Risk, Audit & Compliance) in light of the bank's corporate goals, agreed strategy, objectives and business plans.		
B Membership and appointments			
1	Does the NRGC consist only Independent Directors and Non Executive Directors, of which the majority is of Independent Directors.		
2	Is the Board Chairman excluded from NRGC membership?		
3	Is NRGC membership restricted to a term no longer than three years?		
4	Does the NRGC consists at least three members, who are selected by the Board?		
5	Is the Chairman of NRGC as 'Independent Director'?		
6	Are the members selected according to the identified skills, experience and independence required for the committee?		
C Meetings			
1	Does the NRGC meets at least twice a year?		
2	Does the NRGC report to the Board on regular basis (i.e. semi annually) on all matters within its duties and responsibilities?		
3	Are the NRGC meetings well attended?		
4	Are the dates of the meetings for the year set forth and agreed at the beginning of the year?		
5	Are the meetings of the NRGC scheduled in a manner that they coincide with meetings of the Board.		
6	Does the NRGC invite non-members to attend meetings where necessary? (Non-voting guests may be invited to meetings by the Chairman NRGC, provided their presence adds value to the decision making process)		
7	Is sufficient time allowed between NRGC meetings and board meetings to allow any work arising to be carried out and reported to the board as appropriate?		
8	Are meeting agendas and related background information circulated in a timely manner to enable full and proper consideration to be given to the issues?		
9	Are the written minutes of NRGC meetings maintained and filed with the minutes of the meetings of the Board.		
10	Is the Secretary to the Board is the NRGC Secretary?		
11	Does the NRGC Secretary fulfill the following responsibilities pertaining to the committee meetings: a) Prepare and obtain approval of the meeting agenda. b) Issue meeting invitations and Agenda. c) Prepare and submit the minutes of the meeting for approval.		
12	Does the Secretary maintains the resolution and circulates to the EXCOM and other senior management to take the necessary actions.		
D Resources			
1	Does the NRGC have sufficient skills, experience, time and resources to undertake its duties?		

2	Is an induction programme (covering the role of the NRGC, its terms of reference and expected time commitment by members;an overview of the company's business; and the main business and financial dynamics and risks) provided for new NRGC members?		
3	Does the NRGC have access to the services of the company secretary and staff?		
4	Do NRGC members have the opportunity to attend formal courses and conferences, internal company talks and seminars, and briefings by external advisers such as the company's auditors and lawyers?		
E Relationship with the board			
1	Does the committee report to the full board after each meeting?		
2	Where there is disagreement between the NRGC and the board, is adequate time set aside for discussion of the issue with a view to resolving the disagreement?		
3	Where disagreements between the NRGC and the board cannot be resolved, does the NRGC have the right to report the issue to shareholders?		
F Communication with shareholders			
1	Does the NRGC ensure that a report on its role and responsibilities, and the actions taken to discharge those responsibilities is included in the annual report and accounts?		
2	Does the report on the NRGC's activities provide sufficient detail to enable shareholders to understand how the NRGC has discharged its duties?		
3	If the board did not accept any of the the NRGC's recommendation, does NRGC ensure the annual report and accounts includes a statement while explains its recommendation and the reasons why the board took a different stance?		
G Recommendations for improvement			
1	How can the committee improve its performance?		
2	How can I improve my performance?		
Name			
Sign			
Date			



Rating	
5	Strongly Agree
4	Agree
3	Not Applicable
2	Disagree
1	Strongly Disagree

ARC- Self Evaluation Form			
S. No.	Area/Component	ARC Member's Rating	Comments
A	Creating an effective Audit & Risk Committee		
1	Are you satisfied that appropriate step have been taken by the Audit & Risk Committee and board to review and approve the Audit & Risk Committee's terms of reference?		
2	Are you satisfied that Audit & Risk Committee members, both individually and collectively understand what is expected of them and the committee (e.g. how the committee supports the board in discharging its responsibilities with regard to financial reporting, risk management and control)?		
3	Are you satisfied that all Audit & Risk Committee member are independent of the organisation's management and exercise their own judgment; voice their own opinions; and act freely any conflicts of interest?		
4	Are you satisfied with the process by which Audit & Risk Committee members are appointed?		
5	Are you satisfied with the appropriateness of the succession plans in place?		
6	Are you satisfied that Audit & Risk Committee members , as whole, have sufficient skills, experience , time and resources to undertake their duties?		
7	Are you satisfied that the Audit & Risk Committee includes at least one member with recent and relevant financial experience?		
8	Are you satisfied that the Audit & Risk Committee is not over reliant on any individual member (e.g. the committee member with recent and relevant financial experience)?		
9	Are you satisfied that the Audit & Risk Committee members have a sufficient understanding of the organisation and the sector in witch it operates?		
10	Are you satisfied that all Audit & Risk Committee members demonstrate the highest level of integrity (including maintaining utmost confidentiality and identifying, disclosing and managing conflicts of interest)		
11	Are you satisfied with the level of 'secretarial support' placed at the audit committee's disposal?		
12	Are you satisfied with the process in place to make funds available to the Audit & Risk Committee to take independent legal, accounting or other advice when it reasonably believes it necessary to do so?		
B	Running an effective Audit & Risk Committee		
1	Are you satisfied with the Committee Chairman's leadership style (e.g., are they decisive, open minded and courteous; do they set a good example, allow memers to contribute and hold members to high standards; do they relate well to other members/attendees, deal effectively with dissent and work constructively towards consensus)?		
2	Are you satisfied that the Audit & Risk Committee's workload is dealt with effectively?		
3	Are you satisfied that the Audit & Risk Committee members work together constructively as team?		
4	Are you satisfied that the Audit & Risk Committee maintains working relationship with those individuals who attend Audit & Risk Committee meetings?		
5	Are you satisfied that the relationship between a)the Audit & Risk Committee and b)the CEO, CFP and member of the senior management team strikes the right balance between challenge and mutuality?		
6	Are you satisfied that the Audit & Risk Committee's discussions enhance the quality of management's decision making (e.g., does the Audit & Risk Committee engage those reporting to the committee in dialogue that stimulates and enhances their thinking and performance)?		
7	Are you satisfied that the Audit & Risk Committee provide effective support to the board in fulfilling its responsibilities and adds value to the organisation?		
8	Are you satisfied that the Audit & Risk Committee's work plan covers the committee's main responsibilities and maps across to any regulatory requirements?		
9	Are you satisfied that the committee meeting arrangements (e.g., frequency, timing , duration, venue and format) enhance its effectiveness?		

10	Are you satisfied that the committee's meeting allow sufficient time for the discussion of substantive matters		
11	Are you satisfied that the Audit & Risk Committee meeting agendas and related background information are circulated in timely manner to enable full and proper consideration to be given to the important issues?		
12	Are you satisfied with the quality of the Audit & Risk Committee papers (e.g., not overly lengthy and clearly explain the key issues and priorities)		
13	Are you satisfied that sufficient time is allowed between Audit & Risk Committee meeting and meetings of the full board to allow any work arising to be carried out and reported to the board as appropriate?		
14	Are you satisfied that Audit & Risk Committee meeting are free from inappropriate management influence?		
15	Are you satisfied that all meeting attends(e.g., Audit & Risk Committee members, executive directors, management and auditor) are appropriately involved I Audit & Risk Committee meetings?		
16	Are you satisfied with the arrangements in place for the Audit & Risk Committee to meet with external and internal auditors during the year without the presence of management? Are the meetings useful?		
17	Are you satisfied that private meetings with the internal auditor are useful?		
18	Are you satisfied that private meetings with the external auditor are useful?		
19	Are you satisfied that the Audit & Risk Committee's meeting minutes are clear, accurate, consistent, complete and timely? Are you satisfied that they include key elements of debates and appropriate details of recommendations and any follow-up action?		
20	Are you satisfied that outstanding actions arising from Audit & Risk Committee meetings are properly followed up?		
21	Are you satisfied that the Audit & Risk Committee has taken appropriate steps to ensure internal and external audit cooperate appropriately to ensure the completeness of assurance coverage?		
22	Are you satisfied that there is inappropriate dialogue between internal and external auditors and management? Is 'bad news' communicated to the Audit & Risk Committee in a timely manner?		
23	Are you satisfied that the processes in place for ensuring the Audit & Risk Committee is kept fully informed on all material matter between meetings (including appropriate external information e.g. emerging risks and material regulatory changes) is working effectively?		
24	Are you satisfied that the Audit & Risk Committee reports to the board on timely and accurate basis and that such communications are comprehensive, meaningful and focused?		
C	Professional development		
1	Are you satisfied that new Audit & Risk Committee members are given an appropriate induction programme covering issues like: the role of the Audit & Risk Committee; its term of reference; members' expected time commitment; an overview of the organisation; and the main operational and financial dynamics and risks?		
2	Are you satisfied with timeliness and appropriateness of ongoing professional development received by the Audit & Risk Committee (e.g., regulatory matters, accounting and financial reporting, audit and risk)?		
3	Are you satisfied that Audit & Risk Committee members are afforded appropriate opportunities to attend formal courses and conferences, internal talks and seminars, and briefings by external advisers such as the organisation's auditors and lawyers?		
4	Are you satisfied that any induction and professional development programmes adequately equip Audit & Risk Committee members to understand the business environment in witch organisation operates?		
D	Overseeing financial reporting		
1	Are you satisfied that effective processes are in place to enable Audit & Risk Committee members to understand:		
1.a	The appropriateness of the organisation's critical accounting policies, estimates and judgments?		
1.b	The charily and completeness of disclosures in the financial statement?		
1.c	The impact on the financial statement of any developments in accounting standards or generally accepted accounting practice?		
2	Are you satisfied that the Audit & Risk Committee robustly challenges the proposed financial reporting and seek appropriate changes where necessary?		
3	Are you satisfied that the Audit & Risk Committee understands and approves of the degree of management bias inherent within the financial statement and other documents within its remit?		

E			
Overseeing Risk Management and Internal Control			
1	Are you satisfied with the clarity around the role of the Audit & Risk Committee in providing oversight over internal financial; the wider aspects of internal control; and risk management systems?		
2	Are you satisfied that the Audit & Risk Committee understands the organisation's risk appetite for each material category of risk falling within the Audit & Risk Committee's remit?		
3	Are you satisfied that the Audit & Risk Committee has an appropriate understanding of the processes in place to identify, evaluate and monitor the key risk facing the organisation (including where appropriate) financial strategic and operational risk?		
4	Are you satisfied that appropriate processes in place to enable the Audit & Risk Committee to understand how each material risk may impact the organisation's operations and financial condition?		
5	Are you satisfied that appropriate processes are in place to monitor changes in the organisation's risk profile?		
6	Are you satisfied that appropriate processes are in place to provide the Audit & Risk Committee with suitable reports on the effectiveness of the systems of internal control?		
7	Are you satisfied that appropriate processes are in place to ensure the system of key controls are fit for purpose and working as intended?		
8	Are you satisfied that with the quality, content and timeliness of the reports presented to the Audit & Risk Committee? Is there enough focus on risk trend and management action to address these?		
9	Are you satisfied that the Audit & Risk Committee splits time appropriately between focusing on risk identification and assessment, and time spend focused on the effectiveness of the risk management framework itself? (e.g., time spent on reports and risk content v time on whether executives are taking the right approach.)		
F			
Overseeing External Audit			
1	Where applicable, are you satisfied that the Audit & Risk Committee plays an appropriate role in recommending the appointment of the external auditor?		
2	Are you satisfied that the external auditor dedicates appropriately qualified and experienced staff and resources to the organisation's audit, taking into account the skills and the breadth and depth of experience necessary to cover the organisation's business operations?		
3	Are you satisfied that the Audit & Risk Committee has taken the appropriate steps to ensure the head of internal audit has direct access to the Audit & Risk Committee and makes appropriate use of that access through informal as well as formal meetings? Should this not be the external auditor.		
4	Are you satisfied that the Audit & Risk Committee has taken the appropriate steps to ensure the independence and objectivity of the external auditor is not compromised in any way - including where the external audit provide non-audit services?		
5	Are you satisfied with the process by which Audit & Risk Committee reviews and assesses the external auditor work plan?		
6	Are you satisfied that the external audit work plan focuses on the organisation's key audit risks?		
7	Are you satisfied with the quality of the internal audit reports (and other document/presentations) presented to the Audit & Risk Committee? Should this not be external audit		
8	Are you satisfied that the Audit & Risk Committee has an appropriate dialogue with the external regarding the major issues that arose during the course of the audit; the key accounting and audit judgments; and the level of errors identified during the audit?		
9	Are you satisfied that the Audit & Risk Committee task appropriate step to ensure management respond to the external auditor's enquiries and recommendation in a timely and fitting manner?		
10	Are you satisfied with both the timeliness and rigor of the process by which the Audit & Risk Committee reviews the effectiveness of external auditor?		
G			
Overseeing Internal Audit			
1	Where applicable, are you satisfied that the Audit & Risk Committee plays an appropriate role in approving the appointment or termination of the head of internal audit (or internal audit provider as applicable) ?		
2	Are you satisfied that the internal audit function is appropriately resourced (whether it is in-house, co-sourced or out sourced) taking onto account the skills and breadth and depth of experience necessary to cover the organisation's business operation?		
3	Are you satisfied that the Audit & Risk Committee task appropriate step to ensure the head of internal audit has direct access to the Audit & Risk Committee and makes appropriate use of that access through informal as well as formal meetings?		

4	Are you satisfied with the process by which the Audit & Risk Committee views and approves the internal audit function's remit or terms of reference?		
5	Are you satisfied that the independence and objectivity of internal audit is not compromised in any way?		
6	Are you satisfied with the process by which the Audit & Risk Committee reviews and assesses the internal audit work plan ?		
7	Are you satisfied that the internal audit work plan focuses on the organisation's key risks and controls?		
8	Are you satisfied with the quality of the internal audit reports (and other document/presentations) presented to the Audit & Risk Committee?		
9	Are you satisfied that the Audit & Risk Committee takes appropriate steps to ensure management respond to internal audit's recommendations in a timely and fitting manner?		
10	Are you satisfied with both the timeliness and rigor of the process by which the Audit & Risk Committee reviews the effectiveness of internal auditor function?		
H	Recommendations for improvement		
1	How can the committee improve its performance?		
2	How can I improve my performance?		
Name			
Sign			
Date			