

## GLOSSARY

“Act” or “CA,2013” or “CA”	means the Companies Act, 2013, to the extent notified, from time to time, and includes any re-enactment thereof, with all schedules and tables thereunder, as notified, with effect from the date of such notification in the official gazette of India including all rules, notifications, circulars, clarifications and orders issued thereunder including certain provisions of the Companies Act, 1956, as and where specified, and “Section” shall mean a section of the said Act
“Board”	implies the Board of Directors of the Company
“Company”	implies Tata Metaliks Limited (“TML”)
“Committee”/or “NRC”	implies the Nomination and Remuneration Committee of the Company
“Directors”	implies the directors on the Board
“Executive Director” or “ED”	implies Executive Director of the Company
“Independent Director” or “ID”	implies a non-executive Director of the Company, other than a nominee Director and who is neither a promoter nor belongs to the promoter group of the Company, and who satisfies other criteria for independence mentioned in the Companies Act, 2013 and the Listing Agreement entered into, with the respective Stock Exchanges in India
“Key Managerial Personnel” “KMP”	<p>In relation to the Company, means the following key managerial personnel:</p> <ol style="list-style-type: none"><li>the Chief Executive Officer and/or Managing Director</li><li>Company Secretary</li><li>Whole-time Director</li><li>Chief Financial Officer</li></ol>
“Listing Agreement” or “LA”	implies the Listing Agreement as entered into by the Company with the Stock Exchanges in India
“MD”	implies the Managing Director of the Company
“Policy”	implies this Policy on appointment and removal of Directors as framed by the Committee; Policy on remuneration for directors, key managerial personnel and other employees; Process and criteria for annual

performance evaluation of the Board, its Committees and Directors, as applicable

“Parent Company” Parent Company means a person/company who has control over the affairs of the Company, directly or indirectly, as a shareholder or otherwise and in accordance with whose advice, directions or instructions, the Board of Directors of the company is accustomed to act.

“Group Investment Management Center” or “GIM Center” Group Investment Management Center means department of Tata Steel Corporate function led by Group Director (Investments and New Ventures), Tata Steel. GIM acts as a single window among the Tata Steel Group Companies (i.e. Tata Steel, its subsidiaries, associates and JVs).

**ANNEXURE 1**

**TATA METALIKS LIMITED**

**POLICY ON APPOINTMENT AND REMOVAL OF DIRECTORS**

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## POLICY ON APPOINTMENT AND REMOVAL OF DIRECTORS

### 1. INTRODUCTION

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- 1.1. In terms of Section 178 of the Companies Act, 2013, rules made thereunder and the Listing Agreement, entered into by the Company with Stock Exchanges in India, as amended from time to time, the Committee has formulated this policy on appointment and removal of Directors. The Policy has been adopted by the NRC vide its resolution dated 30<sup>th</sup> March, 2015 and approved by the Board of Directors vide its resolution dated 30<sup>th</sup> March, 2015.
- 1.2. This policy shall act as a guideline for determining qualifications, positive attributes, independence of a Director and matters relating to the appointment and removal of Directors.

### 2. OBJECTIVE OF THE POLICY

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- 2.1 To lay down criteria and terms and conditions with regards to the identification of persons who are qualified to become Directors (executive, non-executive and independent) including their qualifications, positive attributes and independence.[CA Sec. 178] and who may be appointed as the Senior Management of the Company.

### 3. APPOINTMENT OF DIRECTORS

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This Policy enumerates guidelines to be used by NRC in selecting/appointing/re-appointing and removal of a Director

For all the above stated matters, the Parent Company/GIM Center may make suggestions from time to time, to Chairman, NRC, who may incorporate the same while recommending to the Board.

- 3.1 Assess skill-sets the Board needs given the strategies, challenges faced by the Company.
- 3.2 In selecting individuals for appointment/re-appointment/removal of directors, the NRC to refer to the following guidelines/policies:
  - 3.2.1 Board Membership Criteria (Refer **Schedule A**)
  - 3.2.2 Board Diversity Policy, if any, framed as per the requirement of law (Refer **Schedule B**)
  - 3.2.3 Criteria for determining independence of directors (in case of appointment of Independent Directors (Refer **Schedule C**))

3.3 Request candidature from the database maintained by Parent Company/GIM Center

3.4 NRC members (either jointly/individually, as delegated) shall meet the potential candidate and assess his/her suitability for the role.

3.5 NRC to recommend the appointment of shortlisted candidate to the Board for its consideration.

3.6 Emergency Succession: If position of a Director suddenly becomes vacant by reason of death or other unanticipated occurrence, the NRC shall convene a special meeting at the earliest opportunity to fill such vacancy.

#### ***4. POLICY IMPLEMENTATION***

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4.1 The Committee is responsible for recommending this Policy to the Board.

4.2 The Board is responsible for approving and overseeing implementation of this Policy (with the support of the Committee)

#### ***5. REVIEW OF THE POLICY***

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This Policy will be reviewed and reassessed by the Committee as and when required and appropriate recommendations shall be made to the Board to update this Policy based on changes that may be brought about due to any regulatory amendments or otherwise.

#### ***6. APPLICABILITY TO SUBSIDIARY / ASSOCIATE /JOINT VENTURE COMPANIES***

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This Policy may be adopted by the Company's subsidiaries/ Associates and Joint Ventures, if any, subject to suitable modifications and approval of the Board of Directors of the respective companies.

#### ***7. COMPLIANCE RESPONSIBILITY***

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Compliance of this policy shall be the responsibility of the Company Secretary of the Company who shall have the power to ask for any information or clarifications from the management in this regard.

## **Schedule A**

### **BOARD MEMBERSHIP CRITERIA**

The Nominations and Remuneration Committee works with the Board to determine the appropriate characteristics, skills, and experience for the Board as a whole and its individual members with the objective of having a Board with diverse backgrounds and experience in business, government, education, and public service. Characteristics expected of all directors include independence, integrity, high personal and professional ethics, sound business judgment, ability to participate constructively in deliberations and willingness to exercise authority in a collective manner.

In evaluating the suitability of individual Board members, the Committee considers many factors, including general understanding of marketing, finance, operations management, public policy, international relations, legal, governance and other disciplines relevant to the success of the Company in today's business environment; understanding of the Company's business; experience in dealing with strategic issues and long-term perspectives; maintaining an independent familiarity with the external environment in which the company operates and especially in the directors particular field of expertise; educational and professional background; personal accomplishment; and geographic, gender, age, and ethnic diversity.

The Board evaluates each individual in the context of the Board as a whole, with the objective of having a group that can best perpetuate the success of the Company's business and represent stakeholders interests through the exercise of sound judgment, using its diversity of experience.

In determining whether to recommend a director for re-election, the Committee, also considers the director's past attendance at meetings, participation in meetings and contributions to the activities of the Board, and the results of the most recent Board self-evaluation.

Board members are expected to rigorously prepare for, attend and participate in all Board and applicable committee meetings. Each member is expected to ensure that their other current and planned future commitments do not materially interfere with the responsibilities at Tata Metaliks Limited.

**Schedule B**  
**Board Diversity Policy**

## **1. PURPOSE**

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The need for diversity in the Board has come into focus post the changes in the provisions of the Companies Act, 2013 (“Act”) and the corporate governance requirements as prescribed by Securities and Exchange Board of India (“SEBI”) under Listing Agreement.

The NRC has framed this policy to set out the approach to diversity on the Board of the Company (“Policy”).

## **2. SCOPE**

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This Policy is applicable to the Board of the Company.

## **3. POLICY STATEMENT**

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The Company recognizes the importance of diversity in its success. It is essential that the Company has as diverse a Board as possible.

A diverse Board will bring in different set of expertise and perspectives. The combination of Board having different skill set, industry experience, varied cultural and geographical background and belonging to different race and gender will bring a variety of experience and viewpoints which will add to the strength of the Company.

While all appointments to the Board are made on merit, the diversity of Board in aggregate will be of immense strength to the Board in guiding the Company successfully through various geographies.

The Committee reviews and recommends appointments of new directors to the Board. In reviewing and determining the Board composition, the Committee will consider the merit, skill, experience, race, gender and other diversity of the Board.

To meet the objectives of driving diversity and an optimum skill mix, the Committee may seek the support of Parent company/GIM Center.

## **4. MONITORING AND REPORTING**

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The Committee will report annually, in the corporate governance section of the Annual Report of the Company, the process it employed in Board appointments, if required by the law. The report will include summary of this Policy including purpose and the progress made in achieving the same.

## **5. REVIEW OF THE POLICY**

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This Policy will be reviewed and reassessed by the Committee as and when required and appropriate recommendations shall be made to the Board to update this Policy based on changes that may be brought about due to any regulatory amendments or otherwise



## ***6. APPLICABILITY TO SUBSIDIARY/ASSOCIATE/JOINT VENTURE COMPANIES***

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This Policy may be adopted by the Company's subsidiaries/ Associates and Joint Ventures, if any, subject to suitable modifications and approval of the board of directors of the respective companies.

## ***7. COMPLIANCE RESPONSIBILITY***

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Compliance of this policy shall be the responsibility of the Company Secretary of the Company who shall have the power to ask for any information or clarifications from the management in this regard.

## Schedule C

### CRITERIA FOR DETERMINING INDEPENDENCE OF DIRECTORS

#### 1. *Purpose*

The purpose of this policy is to define guidelines that will be used by the Board to assess the independence of Directors of the Company.

#### 2. *Independence Guidelines*

A Director is considered independent if the Board makes an affirmative determination after a review of all relevant information. The Board has established the categorical standards set forth below to assist it in making such determinations. In order for a Director to be considered independent, the Director:

- 2.1 Shall not be Managing Director or a Whole time Director or a Nominee Director.
- 2.2 Shall be, in the opinion of the Board, a person of integrity and shall possess relevant expertise and experience.
- 2.3 Shall not be a promoter of the Company or its holding, subsidiary or associate Company.
- 2.4 Shall not be related to promoters or Directors in the Company, its holding, subsidiary, or associate Company.
- 2.5 Apart from receiving Director's remuneration, shall not have any pecuniary relationships with the Company, its holding, its subsidiaries, its associate companies, its promoters, or Directors, during the current financial year or immediately preceding two financial years.
- 2.6 Relatives should not have or had pecuniary relationships or transactions with the Company, its holding (s), subsidiary or associate Company, or their promoters, or Directors, amounting to 2% or more of its gross turnover or total income or INR 50 Lakhs or such amount as the Company may prescribe, whichever is lower, during the two immediately preceding financial years or during the current financial year.
- 2.7 Neither himself / herself nor any of his / her relatives shall hold or has held the position of a KMP or is or has been employee of the Company or its holding, subsidiary or associate Company in any of the three financial years immediately preceding the financial year in which he is proposed to be appointed.
- 2.8 Neither himself / herself nor any of his / her relatives shall or has been an employee or proprietor or a partner, in any of the 3 financial years immediately preceding the financial year, of:
  - a) a firm of auditors or Company secretaries in practice or cost auditors of the Company or its holding, subsidiary or associate Company;

- b) any legal or a consulting firm that has or had any transaction with the Company, its holding, subsidiary or associate Company amounting to 10% or more of the gross turnover of such firm;
  - c) holds together with his relatives 2% or more of the total voting power of the Company (“Substantial Shareholder”);
  - d) a Chief Executive or Director, by whatever name called, of any non-profit organization that receives 25%, or more of its receipts from the Company, any of its promoters, Directors or its holding, subsidiary or associate Company or that holds 2%, or more of the total voting power of the Company. [LA Clause 49 B / CA Sec 149 (6)]
- 2.9 Has not held office for more than 2 consecutive terms on the Board of the Company [CA Sec. 149]
- 2.10 Should not be a material supplier, service provider or customer or a lessor or a lessee of the Company [additional requirement for listed companies]
- 2.11 Shall not be less than 21 years of age. [LA Clause 49 II B]
- 2.12 Who possesses such other qualifications as may be prescribed by the Companies Act, 2013.

#### ***DEFINITIONS IN ADDITION TO THOSE PROVIDED ABOVE***

1. **“Nominee Director”** implies a Director nominated by any financial institution in pursuance of the provisions of any law for the time being in force, or of any agreement, or appointed by any government or any other person to represent its interests. [Companies Act 2013 – 149 Explanation]
2. **“Associate Company”** implies a Company which is an “associate” as defined in Accounting Standard (AS) 23, “Accounting for Investments in Associates in Consolidated Financial Statements”, issued by the Institute of Chartered Accountants of India.[Clause 49 II B, explanation]
3. **“Relative”** implies anyone who is related to another if they are members of HUF; if they are husband and wife; or if one person is related to the other in such manner as may be prescribed under the Act. A person shall be deemed to be the relative of another, if he or she is related to another in the following manner, namely – Father (includes step-father), Mother (includes step-mother), Son (includes step-son), Son’s wife, Daughter, Daughter’s husband, Brother (includes step-brother), Sister (includes step-sister) [CA Sec. 277]

#### **Explanations:**

# Consecutive Terms: He/ she shall be eligible for appointment as Independent Director after the expiration of three years of ceasing to be a Director on the Board of the Company provided that he / she shall not during the said period of three years, be appointed in or associated with Tata Metaliks Limited in any other category, either directly or indirectly.

**ANNEXURE 2**  
**TATA METALIKS LIMITED**  
**REMUNERATION POLICY OF DIRECTORS, KMPs AND OTHER EMPLOYEES**

## REMUNERATION POLICY OF DIRECTORS, KMPs AND OTHER EMPLOYEES

The philosophy for remuneration of directors, Key Managerial Personnel (“**KMP**”) and all other employees of Tata Metaliks Limited (“**Company**”) is based on the commitment of fostering a culture of leadership with trust. The remuneration policy is aligned to this philosophy.

This remuneration policy has been prepared pursuant to the provisions of Section 178(3) of the Companies Act, 2013 (“**Act**”) and Clause 49(IV)(B)(1) of the Equity Listing Agreement (“**Listing Agreement**”). In case of any inconsistency between the provisions of law and this remuneration policy, the provisions of the law shall prevail and the company shall abide by the applicable law. While formulating this policy, the Nomination and Remuneration Committee (“**NRC**”) has considered the factors laid down under Section 178(4) of the Act, which are as under:

“(a) the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors of the quality required to run the company successfully;

(b) relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and

(c) remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the company and its goals”

For all matters related to remuneration to directors, the Parent Company/GIM Center may make suggestions from time to time, to Chairman, NRC, who may incorporate the same while recommending to the Board.

Key principles governing this remuneration policy are as follows:

### **1. Remuneration for independent directors and non-independent non-executive directors**

1.1. Overall remuneration should be reflective of the size of the company, complexity of the sector/ industry/ company’s operations and the company’s capacity to pay the remuneration.

1.2. Independent directors (“**ID**”) and non-independent non-executive directors (“**NED**”) may be paid sitting fees (for attending the meetings of the Board and of committees of which they may be members). Quantum of sitting fees and NED Commission may be subject to review on a periodic basis, as required.

- 1.3. Within the parameters prescribed by law, the payment of sitting fees and commission will be recommended by the NRC and approved by the Board.
- 1.4. Overall remuneration (sitting fees and commission) should be reasonable and sufficient to attract, retain and motivate directors aligned to the requirements of the company (taking into consideration the challenges faced by the company and its future growth imperatives).
- 1.5. Overall remuneration practices should be consistent with recognized best practices.
- 1.6. The aggregate commission payable to all the NEDs and IDs will be recommended by the NRC to the Board, based on company's performance, profits, return to investors, shareholder value creation and any other significant qualitative parameters as may be decided by the Board.
- 1.7. The NRC will recommend to the Board, , the quantum of commission for each director based upon the outcome of the evaluation process which is driven by various factors including attendance and time spent in the Board and committee meetings, individual contributions at the meetings and contributions made by directors other than in meetings.
- 1.8. In addition to the sitting fees and commission, the company may pay to any director such fair and reasonable expenditure, as may have been incurred by the director while performing his/ her role as a director of the company,. This could include reasonable expenditure incurred by the director for attending Board/ Board committee meetings, general meetings, court convened meetings, meetings with shareholders/ creditors/ management, site visits, induction and training (organized by the company for directors) and in obtaining professional advice from independent advisors in the furtherance of his/ her duties as a director.

## **2. Remuneration for managing director (“MD”)/ executive directors (“EDs”)/ KMP/ rest of the employees**

- 2.1. The extent of overall remuneration should be sufficient to attract and retain talented and qualified individuals suitable for every role. Hence remuneration should be
  - 2.1.1. Market competitive (market for every role is defined as companies from which the company attracts talent or companies to which the company loses talent)
  - 2.1.2. Driven by the role played by the individual,
  - 2.1.3. Reflective of size of the company, complexity of the sector/ industry/ company's operations and the company's capacity to pay,
  - 2.1.4. Consistent with recognized best practices and
  - 2.1.5. Aligned to any regulatory requirements.

## 2.2. In terms of remuneration mix or composition,

- 2.2.1. The remuneration mix for the MD/ EDs is as per the contract approved by the shareholders. In case of any change, the same would require the approval of the shareholders.
- 2.2.2. Basic/ fixed salary is provided to all employees to ensure that there is a steady income in line with their skills and experience.
- 2.2.3. In addition to the basic/ fixed salary, the company may provide employees with certain perquisites, allowances and benefits to enable a certain level of lifestyle and to offer scope for savings and tax optimization, where possible. The company may also provide all employees with a social security net (subject to limits) by covering medical expenses and hospitalization through re-imburements or insurance cover and accidental death and dismemberment through personal accident insurance.
- 2.2.4. The company provides retirement benefits as applicable.
- 2.2.5. In addition to the basic/ fixed salary, benefits, perquisites and allowances as provided above, the company may provide MD/ EDs such remuneration by way of bonus/performance linked incentive and/or commission calculated with reference to the net profits of the company in a particular financial year, as may be determined by the Board, , subject to the overall ceilings stipulated in Section 197 of the Act. The specific amount payable to the MD/ EDs would be based on performance as evaluated by the Board or the NRC and approved by the Board.
- 2.2.6. The company may provide the rest of the employees a performance linked bonus and/or performance linked incentive. The performance linked bonus/performance linked incentive would be driven by the outcome of the performance appraisal process and the performance of the company.

### **3. Remuneration payable to Director for services rendered in other capacity**

The remuneration payable to the Directors shall be inclusive of any remuneration payable for services rendered by such director in any other capacity unless:

- The services rendered are of a professional nature; and
- The NRC is of the opinion that the director possesses requisite qualification for the practice of the profession.

### **4. Premium on Insurance policy**

- 4.1. Where any insurance is taken by the Parent Company or by the company on behalf of the Company's NEDs, for indemnifying them against any liability, the premium paid on such insurance shall not be treated as part of the remuneration.



4.2. Where any insurance is taken by the Parent Company or by the company on behalf of the Company's MD/EDs, KMP and any other employees for indemnifying them against any liability in respect of any negligence, default, misfeasance, breach of duty or breach of trust for which they may be guilty in relation to the company, the premium paid on such insurance shall not be treated as part of the remuneration. Provided that if such person is proved to be guilty, the premium paid on such insurance shall be treated as part of the remuneration.

### **Policy implementation**

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The NRC is responsible for recommending the remuneration policy to the Board. The Board is responsible for approving and overseeing implementation of the remuneration policy.

### **Review of the Policy**

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This Policy will be reviewed and reassessed by the NRC as and when required and appropriate recommendations shall be made to the Board to update this Policy based on changes that may be brought about due to any regulatory amendments or otherwise.

### **Applicability to subsidiaries, associates and joint venture companies**

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This policy may be adopted by the company's subsidiaries, associates and joint venture companies, if any, subject to suitable modifications and approval of the board of directors of the respective companies.

### **Compliance Responsibility**

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Compliance of this policy shall be the responsibility of the Company Secretary of the company who shall have the power to ask for any information or clarification from the management in this regard.

***For any clarifications required on the interpretation of the Policy, you may kindly consult the Company Secretary (email at [sankar.bhattacharya@tatametaliks.co.in](mailto:sankar.bhattacharya@tatametaliks.co.in)) of Tata Metaliks Limited.***

### ANNEXURE 3

#### PROCESS AND CRITERIA FOR ANNUAL PERFORMANCE EVALUATION OF THE BOARD, ITS COMMITTEES AND DIRECTORS

##### A. PROCESS FOLLOWED FOR ANNUAL EVALUATION OF THE BOARD, ITS COMMITTEES AND DIRECTORS

1. Send questionnaires to Directors for Board/ Committees and Self Evaluation.
2. Directors to return the filled in questionnaires to the Chairman, NRC by email at [pingali@xlri.ac.in](mailto:pingali@xlri.ac.in) or through any other mode.
3. Chairman, NRC to consolidate the responses and forward the summary as follows:
  - a. Individual Independent Director evaluation to Board Chairman.
  - b. Respective Committee evaluation to such Committee.
4. Chairman of NRC to seek one on one feedback from Managing Director (MD)/ Executive Director(ED)/Non Independent Directors (NID) on the Board and other Directors.
5. Chairman of the Board to seek one on one feedback from Independent Directors on the Board and other Directors.
6. Meeting of Chairman of the Board and of Chairman of NRC to discuss feedback on the Board (as a whole) and other individual Directors.
7. NRC meeting to review performance of all the Directors.
8. Independent Directors Meeting to review performance of the Board, Chairman and NIDs. .
9. Chairman of NRC to discuss with the Chairman of the Board, the collective feedback of the IDs on the performance of the Board as a whole, performance of the Chairman and performance of NIDs.
10. Board meeting to discuss the evaluation of the Board and the Committees.
11. Chairman of the Board to provide feedback to Independent Directors, MD &ED on individual basis, as appropriate.
12. NRC Chairman to provide feedback to NID
13. NRC meeting for performance evaluation of MD/ED based on their goal sheet and company performance and recommendation of remuneration to Directors including MD & ED.
14. Board meeting to approve the remuneration to the Directors including MD & ED. The Company Secretary shall send a copy of the evaluation reports to the Parent Company/GIM Center.

## B. BOARD EVALUATION – QUESTIONNAIRE TEMPLATE

This questionnaire has been designed to evaluate the Board. Every question would need to be evaluated on a 5 point scale as given below.

<b>Strongly disagree</b> 1	2	<b>Neither agree nor disagree</b> 3	4	<b>Strongly Agree</b> 5
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The questionnaire also provides for space for qualitative comments.

<b>I. Degree of fulfilment of key responsibilities – The Board....</b>	
.... satisfactorily meets the key criteria for long term value creation for all stakeholders (as established by the Board and specific to the Company strategy)	
.... effectively performs the responsibilities as required by law (i.e. as provided in Act and Clause 49)	
.... effectively reviews and approves the Annual Operating Plan (including the strategy and the resources plan)	
.... shows effective oversight of maintenance of high standards of Tata Values and ethical conduct of business	
....devotes sufficient time in review of TBEM findings and monitoring of action plan	
....takes adequate actions towards the protection and enhancement of the company and Tata brand	
<b>Comments:</b>	
<b>II. Board structure and composition – The Board....</b>	
....is staffed adequately (in terms of size, skills/ expertise, experience and gender) to carry out the responsibilities	
....has a composition of directors aligned to the needs and strategy of the company	
<b>Comments:</b>	
<b>III. Establishment and delineation of responsibilities to committees</b>	
The Board committees established by the Board are effective in terms of their number and scope	
There is clarity between the Board and every committee with respect to the role played by the committee	
The committees are effective in fulfillment of responsibilities delegated to them by the Board	
There is good coordination and cohesiveness in the working of the Board and the committees	
<b>Comments:</b>	
<b>IV. Effectiveness of Board processes, information and functioning</b>	
The frequency of Board meetings is adequate	
The agenda discussed in the meetings is clear and realistic in terms of number and nature of items to be covered	
Time allotted for every meeting is adequate to cover most of the agenda items	
Information provided for the meeting is adequate and presented in a way that facilitates productive discussion (i.e. material is relevant with the right amount of detail and is “reader-friendly”)	
Information required for the meeting is provided with adequate time for preparation	
Sufficient time is spent in discussing critical issues/ issues of strategic importance	
The Board does not wander into unwanted minutiae or tangents while discussing agenda items	
The Board is able to add value in matters of critical significance for the company	
Discussions/ decisions made in the meeting show a large degree of alignment with the overall company	

<i>strategy</i>	
<i>The minutes of the meeting effectively capture the discussion / decisions taken and the post meeting actions</i>	
<i>There is an effective system for monitoring and driving closure of critical post meeting actions/ decisions.</i>	
<b>Comments:</b>	
<b>V. Board Culture and Dynamics</b>	
<i>All directors have clarity of their role and responsibilities</i>	
<i>All directors feel free to speak their mind and contribute effectively on key issues</i>	
<i>There is cohesiveness in the overall working of the Board</i>	
<i>There is adequate dialogue and participation from directors on critical issues/ issues of strategic importance</i>	
<i>Conflict/ differences of opinion between directors are managed constructively</i>	
<i>Directors are respectful to each other</i>	
<b>Comments:</b>	
<b>VI. Quality of relationship between the Board and the Management</b>	
<i>There is clarity between the Board and the management with respect to the role played by each of them</i>	
<i>Board members are accessible to senior management employees and vice-versa</i>	
<i>Adequate opportunities are availed by the Board to be exposed to the company's management and to understand the company's products and operations</i>	
<i>The management shows a high degree of responsiveness to the guidance/ direction provided by the Board.</i>	
<i>The Board is apprised in a timely manner by the management of important developments affecting the company</i>	
<i>There is mutual trust between Board members and senior management</i>	
<b>Comments:</b>	
<b>VII. Efficacy of communication with external stakeholders</b>	
<i>The Board is adequately involved in communication with various external stakeholders/ public constituencies such as the media, financial community, employees, shareholders, agents, franchisees, dealers, distributors and importers</i>	
<i>The Board (where involved) is effective in communication with various external stakeholders/ public constituencies</i>	
<b>Comments:</b>	

**Overall Comments**

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### C. BOARD COMMITTEE – SAMPLE QUESTIONNAIRE TEMPLATE

This questionnaire has been designed to evaluate the committee. Every question would need to be evaluated on a 5 point scale as given below.

<b>Strongly disagree</b> 1	2	<b>Neither agree nor disagree</b> 3	4	<b>Strongly Agree</b> 5
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The questionnaire also provides for space for qualitative comments.

I. Degree of fulfillment of key responsibilities	
<i>The committee effectively performs the responsibilities as outlined in the charter</i>	
<i>The mandate of the committee is sufficient in addressing the objectives for which it was set up by the Board</i>	
<b>Comments:</b>	
II. Adequacy of Committee Composition – The committee....	
<i>....is staffed adequately (in terms of size, skills/ expertise, experience) to carry out the responsibilities</i>	
<b>Comments:</b>	
III. Effectiveness of meetings	
<i>The frequency of committee meetings is adequate</i>	
<i>The agenda discussed in the meetings is clear and realistic in terms of number and nature of items to be covered</i>	
<i>Time allotted for every meeting is adequate to cover most of the agenda items</i>	
<i>Information provided for the meeting is adequate, timely and presented in a way that facilitates productive discussion (i.e. material is relevant with the right amount of detail and is "reader-friendly")</i>	
<i>Sufficient time is spent in discussing critical issues/ issues of strategic importance</i>	
<i>The committee does not wander into unwanted minutiae or tangents while discussing agenda items</i>	
<i>Appropriate balance is maintained in analyzing the past, discussing current issues and planning for future</i>	
<i>Discussions/ decisions made in the meeting show a large degree of alignment with the overall company strategy</i>	
<i>There is an effective system for monitoring and driving closure of critical post meeting actions/ decisions</i>	
<b>Comments:</b>	
IV. Committee dynamics	
<i>All members have clarity of their role and responsibilities</i>	
<i>All members feel free to speak their mind and contribute effectively on key issues</i>	
<i>There is cohesiveness in the overall working of the committee</i>	
<i>There is adequate dialogue and participation from members on critical issues/ issues of strategic importance</i>	
<i>Conflict/ differences of opinion between members are managed constructively</i>	
<i>Members are respectful to each other</i>	
<b>Comments:</b>	
V. Quality of relationship of the committee with the Board and the management	

<i>There is clarity between the Board, management and committee with respect to the role played by the committee</i>	
<i>There is good coordination and cohesiveness in the working of the Board, management and the committee</i>	
<i>Committee members are accessible to senior management employees</i>	
<i>Adequate opportunities are availed by the committee to be exposed to the company's management and to understand the company's products and operations</i>	
<i>The Board and the management shows a high degree of responsiveness/ acceptance of the guidance/ direction provided by the committee</i>	
<b>Comments:</b>	

**D. INDIVIDUAL DIRECTOR (EXCLUDING CHAIRMAN) – SELF-ASSESSMENT QUESTIONNAIRE TEMPLATE**

*This questionnaire has been designed to enable self-assessment by every individual director. Every question would need to be evaluated on a 5 point scale as given below.*

<b>Strongly disagree</b> 1	2	<b>Neither agree nor disagree</b> 3	4	<b>Strongly Agree</b> 5
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Individual Director Effectiveness – Self Assessment	<Name of Director>
<b>I. Attendance (captured from records of meetings)</b>	
<b>II. Contribution at meetings</b>	
<i>I am well informed of the agenda and well prepared on the issues to be discussed</i>	
<i>I provide meaningful and constructive contribution and inputs in meetings</i>	
<i>I display independence of judgment</i>	
<i>I display candor in expressing views even when they are in divergence with the rest of the Board</i>	
<i>I have built effective working relationships with other Board members</i>	
<b>III. Guidance/ support to management outside Board/ Committee meetings</b>	
<i>I am accessible to the senior management of the company and have built effective working relationships with them</i>	
<i>I provide a good degree of direction/ guidance to senior management outside of meetings</i>	
<i>I display initiative with respect to follow-up and closure of critical issues</i>	
<i>I display a good degree of understanding of the company, industry, sector, geography (including risks, current operational and environmental context, emerging trends)</i>	
<i>I am proactive in efforts to gain knowledge about the company, industry, sector and geography</i>	

**E. CHAIRMAN – SELF-ASSESSMENT QUESTIONNAIRE TEMPLATE**

*This questionnaire has been designed for self-assessment of the Chairman of the Board. Every question would need to be evaluated on a 5 point scale as given below.*

<b>Strongly disagree</b> 1	2	<b>Neither agree nor disagree</b> 3	4	<b>Strongly Agree</b> 5
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Individual Director Effectiveness – Self Assessment	<Name of Board Chair>
<b>I. Attendance (captured from records of meetings)</b>	
<b>II. Contribution at meetings</b>	
<i>I am well informed of the agenda and well prepared on the issues to be discussed</i>	
<i>I provide meaningful and constructive contribution and inputs in meetings</i>	
<i>I display independence of judgment</i>	
<i>I display candor in expressing views even when they are in divergence with the rest of the Board</i>	
<i>I have built effective working relationships with other Board members</i>	
<b>III. Guidance/ support to management outside Board/ Committee meetings</b>	
<i>I am accessible to the senior management of the company and have built effective working relationships with them</i>	
<i>I provide a good degree of direction/ guidance to senior management outside of meetings</i>	
<i>I display initiative with respect to follow-up and closure of critical issues</i>	
<i>I display a good degree of understanding of the company, industry, sector, geography (including risks, current operational and environmental context, emerging trends)</i>	
<i>I am proactive in efforts to gain knowledge about the company, industry, sector and geography</i>	
<b>IV. Effectiveness as Chairman</b>	
<i>I provide effective leadership to the Board</i>	
<i>I set an effective strategic agenda of the Board (in conjunction with the company's management) with focus on long term value creation for all stakeholders.</i>	
<i>I encourage active engagement by all the members of the Board and promote effective relationships and open communication.</i>	
<i>I communicate effectively with all stakeholders and enable meaningful relationships, as required.</i>	
<i>I motivate and provide guidance to the MD/ CEO.</i>	