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1. Is it important to connect with Directors between meetings? If so, how do you do it?

Yes pretty much, especially with fast evolving nature of complex transactions, management prefers to pre-brief the board on material transactions, regulatory updates etc., instead of waiting for a quarter end meeting. It ensures board's inputs are factored on a real time basis, leading to a much larger involvement of the board in the company's affairs. Digital adoption has made it easier for physically dispersed board members to connect online with the management and receive briefing.

2. How does your company ensure engagement with stakeholders?

Earnings calls, investors group meeting and one to one meetings. We also conduct shareholders survey to get feedback on our services.

3. What do you do to ensure that tabled items are minimum?

Even though tabled items are dictated by business and regulatory affairs, we ensure agenda items are circulated well in advance, to allow sufficient time for the board to be prepared in a reasonable manner.

4. What steps have you taken to ensure effective corporate governance practices within your company?

Our functional heads are empowered with appropriate delegation so that decision making is decentralised, and yet reporting is periodic to the working group and the board. This ensures that every function owner assumes necessary ownership for governance and transparency in their respective areas, followed by an appropriate assurance certification issued to the board on a quarterly basis.

5. What are the ways to create a balanced and effective collaboration with senior management and Board members?

Our working group comprising senior business managers participate in regular interactions with the board members to discuss critical business decisions, based on the qualitative materiality threshold. This ensures the ecosystem follows the discipline of risk analysis to take board input before embarking on new projects impacting long term commitments.

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