



## PELAC ANNUAL PERFORMANCE EVALUATION SURVEY (2020)

The Annual Performance Evaluation Survey is designed to determine the overall effectiveness of the Board of Directors, the Chairman of the Board, the Chief Executive Officer, and the various Board Committees of Pelac. Please provide your answers to each question on the box provided. Rest assured that your answers and comments will be kept confidential.

Upon completion of the survey, kindly send the duly filled up survey to Ace Devino A. Custodio at his email address [acedevino-a.custodio@aia.com](mailto:acedevino-a.custodio@aia.com) **on or before 15 March 2021**. If you wish to use hard copy, please let us know and we will send the hard copies to your office.

### Board Composition

#### 1. How would you rate the current size of the Board as appropriate to enable it to perform the duties?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

#### 2. How would you rate the Board's composition as representing a good balance of skills and experience?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

#### 3. How would you rate the different capabilities, experience and skills of Board members as applied to the various issues that come before the Board?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

## Board Expertise

**4. How would you rate the knowledge and understanding of the Board on the vision, mission, objectives, and strategies of PELAC?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**5. How would you rate the knowledge and understanding of the Board on its duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**6. How would you rate the sufficiency of knowledge and understanding on the part of the Board of the markets in which PELAC operates?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**7. How would you rate the Board's consideration of shareholder value and long-term shareholder interests in its decision-making process?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

## Board Dynamics

- 8. How would you rate the atmosphere created by the Board in respect of openness and trust, where members feel free to speak their minds and pursue issues to conclusions?**

*Excellent – Consistently Good – Adequate – Needs Improvement*  
*If 'Needs Improvement', what would you change?*

- 9. How would you rate the Board's ability to cope constructively with conflict and differing views?**

*Excellent – Consistently Good – Adequate – Needs Improvement*  
*If 'Needs Improvement', what would you change?*

- 10. How would you rate the working relationships between individual Board members?**

*Excellent – Consistently Good – Adequate – Needs Improvement*  
*If 'Needs Improvement' please elaborate*

- 11. How would you rate the relationships among the Board, the Chairman, the CEO and the Senior Management?**

*Excellent – Consistently Good – Adequate – Needs Improvement*  
*If 'Needs Improvement' please elaborate*

## Time Management

### 12. How effective is time management at Board meetings?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement' please elaborate*

### 13. How would you rate the Board's meeting agendas at addressing the issues you feel need to be presented and referred to the Board to enable it to carry out its responsibilities appropriately?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what would you change?*

### 14. How would you rate the planning of the annual cycle of work of the Board?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what would you change?*

## Board Support

### 15. How would you rate the timeliness of the materials you receive in advance of Board meetings?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement' please elaborate*

**16. How would you rate the quality and format of the materials and management reports contained in the Board packs?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement' please elaborate*

**17. How would you rate your ability as a Board member to access senior management/officers outside of Board and Committee meetings?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what would you change?*

**Chairman of the Board**

**18. How would you rate the knowledge and understanding of the Chairman of the Board on his duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**19. How would you rate the knowledge and understanding of the Chairman of the Board on the vision, mission, objectives, strategic initiatives, and key issues of Pelac?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**20. Does the Chairman effectively manage and facilitate Board meetings, and contribute effectively to Board discussions and deliberations, taking due account of his knowledge, skills, and expertise?**

*Always – Often – Sometimes – Seldom*

*What would you change?*

**21. How would you rate the Chairman's overall contribution to the Board's overall effectiveness?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**22. How would you rate the Chairman's interpersonal relationship with the other directors?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

### **Chief Executive Officer (CEO)**

**23. How would you rate the knowledge and understanding of the (CEO) on his duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**24. How would you rate the knowledge and understanding of the CEO on the vision, mission, objectives, strategic initiatives, and key issues of Pelac?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**25. Does the CEO contribute effectively to Board discussions and deliberations, taking due account of his knowledge, skills, and expertise?**

*Always – Often – Sometimes – Seldom*

*What would you change?*

**26. How would you rate the CEO's interpersonal relationship with the Chairman and the other directors?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**27. How would you rate the CEO's overall performance in terms of managing the business affairs of the Company, as well as the interest of its shareholders, employees, customers and stakeholders?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

## Non-Executive and Independent Directors

**28. How would you rate the knowledge and understanding of each non-executive and/or independent director on his duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?**

- a. Chee Keong (Kelvin) Ang
- b. Gary James Ogilvie
- c. Richard Sumner
- d. Ernesto R. Lagdameo, Jr.
- e. Victoria S. Licuanan

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**29. Does each Director contribute effectively to Board discussions, taking due account of their respective areas of skills and expertise?**

*Always – Often – Sometimes – Seldom*

*What would you change?*

**30. From a full Board perspective, how would you rate the overall performance of the following non-executive/independent directors?**

- a. Chee Keong (Kelvin) Ang
- b. Gary James Ogilvie
- c. Richard Sumner
- d. Ernesto R. Lagdameo, Jr.
- e. Victoria S. Licuanan

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*



## Board Committees

### 31. How would you rate the current structure of Board Committees?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

### 32. From a full Board perspective, how would you rate the overall performance of the Board Committees?

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

### 33. How would you rate the effectiveness of the Board Committees of which you are a member, and the quality of the information received by Committee members?

#### a. Audit & RPT Committee

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

#### b. Governance, Nomination and Compensation Committee

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

### **c. Management Committee**

*Excellent – Consistently Good – Adequate – Needs Improvement*  
*If 'Needs Improvement' please elaborate*

### **d. Investment Management Committee**

*Excellent – Consistently Good – Adequate – Needs Improvement*  
*If 'Needs Improvement' please elaborate*

## **Strategic and Planning**

**34. How effective has the Board been in evaluating the Group's strategic objectives and plans, monitoring implementation and addressing any critical issues that arise?**

*Excellent – Consistently Good – Adequate – Needs Improvement*  
*If 'Needs Improvement' please elaborate*



**Philam Equitable Life Assurance Company, Inc.**

**CHIEF COMPLIANCE OFFICER  
ANNUAL PERFORMANCE EVALUATION SURVEY**

The Annual Performance Evaluation Survey is designed to determine the overall performance and effectiveness of the Compliance Officer of PELAC. Please provide your answers to each question on the box provided. Rest assured that your answers and comments will be kept confidential.

Upon completion of the survey, kindly send the duly filled up survey to Ace Devino A. Custodio at his email address [AceDevino-a.custodio@aia.com](mailto:AceDevino-a.custodio@aia.com) on or before 21 July 2021.

**Chief Compliance Officer**

- 1. How would you rate the knowledge and understanding of the Chief Compliance Officer of his/her functions, duties and responsibilities as required by law, the Company and the regulators?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

- 2. How would you rate the knowledge and understanding of the Chief Compliance Officer of the compliance requirements of PELAC, internally and externally?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

- 3. How would you rate the quality, completeness, and reliability of the information being provided by the Compliance Officer to the Audit Committee and the Board of Directors, which are necessary for the Board to make informed decisions?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**4. Does the Compliance Officer effectively contribute to the discussions and deliberations, taking due account of his/her knowledge, skills, and expertise?**

*Always – Often – Sometimes – Seldom*

*What would you change?*

**5. How would you rate the Compliance Officer for overall contribution to the Board of Directors' overall effectiveness?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**6. How would you rate the Compliance Officer's interpersonal relationship with the members of the Board of Directors?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**7. In the performance of his/her compliance functions, how would you rate the independence and impartiality of the Compliance Officer from management, and other outside parties?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*



**Philam Equitable Life Assurance Company, Inc.**

**CHIEF RISK OFFICER**

**ANNUAL PERFORMANCE EVALUATION SURVEY**

The Annual Performance Evaluation Survey is designed to determine the overall performance and effectiveness of the Chief Risk Officer of PELAC. Please provide your answers to each question on the box provided. Rest assured that your answers and comments will be kept confidential.

Upon completion of the survey, kindly send the duly filled up survey to Ace Devino A. Custodio at his email address [AceDevino-a.custodio@aia.com](mailto:AceDevino-a.custodio@aia.com) on or before 21 July 2021.

**Chief Risk Officer**

- 1. How would you rate the knowledge and understanding of the Chief Risk Officer of his/her functions, duties and responsibilities as required by law, the Company and the regulators?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

- 2. How would you rate the knowledge and understanding of the Chief Risk Officer of the risk management framework?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

- 3. How would you rate the quality, completeness, and reliability of the information being provided by the Chief Risk Officer to the Board of Directors, which are necessary for the Board to make informed decisions?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**4. Does the Chief Risk Officer effectively contribute to the discussions and deliberations, taking due account of his/her knowledge, skills, and expertise?**

*Always – Often – Sometimes – Seldom*

*What would you change?*

**5. How would you rate the Chief Risk Officer's contribution to the Board of Directors' overall effectiveness?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**6. How would you rate the Chief Risk Officer's interpersonal relationship with the members of the Board of Directors?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**7. In the performance of his/her risk functions, how would you rate the independence and impartiality of the Chief Risk Officer from management and other outside parties?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*



## HEAD OF INTERNAL AUDIT ANNUAL PERFORMANCE EVALUATION SURVEY (2020)

The Annual Performance Evaluation Survey is designed to determine the overall performance and effectiveness of the Head of Internal Audit of Pelac. Please provide your answers to each question on the box provided. Rest assured that your answers and comments will be kept confidential.

Upon completion of the survey, kindly send the duly filled up survey to Ace Devino Custodio at her email address [AceDevino-A.custodio@aia.com](mailto:AceDevino-A.custodio@aia.com) on or before 21 July 2021. If you wish to use hard copy, please let us know and we will send the hard copies to your office.

### Head of Internal Audit

- 1. How would you rate the knowledge and understanding of the Head of Internal Audit on her functions, duties and responsibilities as required by law, the Company and the regulators?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

- 2. How would you rate the knowledge and understanding of the Head of Internal Audit on the key audit findings and issues of Pelac?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

- 3. How would you rate the quality, completeness, and reliability of the information being provided by the Head of Internal Audit to the Audit Committee, which are necessary for the Committee to make informed decisions?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**4. Does the Head of Internal Audit effectively contribute to the audit discussions and deliberations, taking due account of her knowledge, skills, and expertise?**

*Always – Often – Sometimes – Seldom*

*What would you change?*

**5. How would you rate the Head of Internal Audit's overall contribution to the Audit Committee's overall effectiveness?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**6. How would you rate the Head of Internal Audit's interpersonal relationship with the members of the Audit Committee?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*

**7. In the performance of her internal audit functions, how would you rate the independence and impartiality of the Head of Internal Audit from management, the external auditors and other outside parties?**

*Excellent – Consistently Good – Adequate – Needs Improvement*

*If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?*