

Caritas Health Shield, Inc.

Board Performance Evaluation Form

Part ONE: Please rate the performance of the Board of Directors as a GROUP.

Part ONE	Met	Needs Work	N/A	Don't know	Comments/Suggestions
Board roles and responsibilities:					
1. Board members understand the mission (and vision and values, if applicable) of the organization.					
2. Board members are informed about their fiduciary/legal roles and responsibilities, including current activities and deliberations; they are to exercise the duties of care and loyalty only to the organization, rather than to themselves or others, while serving on the Board.					
3. Roles of individual Board members, board committees and their members, and the CEO are clearly defined and communicated among members.					
4. Board regularly delegates relevant activities to each of the appropriate committees and the CEO.					
Staffing and equipping Board members – Board members ensure:					
5. Potential new Board members are identified during the year as part of the Board's own succession planning.					
6. New Board members are selected by a quorum of Board members, and the official list of Board members is updated.					
7. New Board members are informed of the unique aspects of the organization, including its history, products, successes, strategic and business plans, and key management personnel.					
8. Each Board member has a manual that contains sufficient information for members to conduct their roles, e.g., Bylaws, Board policies, fiscal policies, personnel policies, meeting minutes, resolutions, etc.					
Board committees (or task forces) – Board members ensure:					
9. Each committee or task force has a written description/charter about its overall purpose and its goals for the current year.					
10. Each committee member fully understands the charter of each committee or task force that he/she is on.					

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11. Each committee or task force has a work plan that specifies specific goals to be achieved during the year, whether by hands- on work and/or guiding appropriate management to do that work.					
Board meetings – Board members ensure:					
12. All Board meetings are scheduled and announced in accordance with the bylaws.					
13. Meeting materials are provided before meetings, in time for members to sufficiently review materials in preparation for the upcoming meeting.					
14. Board meetings are facilitated to a useful agenda that lists topics, timing to address each topic, and the type of action needed for each topic (e.g., approval, resolution, etc.).					
15. Each topic on the agenda receives sufficient attention. If more time is needed for a topic, Board members decide to extend the time or delegate the topic for additional research.					
16. Board receives regular, accurate reports on finances, taxes, product performance and other important matters.					
17. Board attends to policy-related decisions, which guide the activities of members and senior employees.					
18. Each meeting is evaluated, near the end of the meeting, to ensure continuous improvements of meetings.					
19. Members have a process for handling urgent matters between meetings, e.g., the Executive Committee handles these matters and promptly reports them to the full Board.					
20. The Board has an annual calendar of meetings, which specify when important duties are to occur, e.g., Board retreats, planning, evaluating the CEO and other members of senior management, updating Bylaws, etc.					
Board policies – Board members ensure:					
21. Board has up-to-date, approved and implemented conflict-of- interest policy, of which all members are aware.					

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22. Board has up-to-date, approved and implemented Board attendance policy, of which all members are aware.					
23. All Board policies are reviewed and updated as necessary.					
Board's oversight of legal matters – Board members ensure:					
24. Members ensure all legal filings are current, e.g., annual corporate filings, filings required for publicly traded organizations and filings to relevant tax authorities.					
25. Members ensure all relevant taxes are paid regularly, e.g., national, provincial, local and other taxes.					
26. The Board approves the minutes of each board meeting.					
27. Board compensation is according to a Board-approved compensation policy that is reviewed annually.					
Strategic planning – Board members ensure:					
28. All Board members participate in relevant and realistic strategic planning, at least annually.					
29. Planning process includes research to identify the needs, wants and opinions of relevant stakeholders, such as customers, collaborators, key vendors, etc.					
30. Planning process analyzes the opportunities and threats facing the organization, as identified from analyses of political, economic, social and technical influences affecting the organization.					
31. Planning process includes analyses of the strengths and weaknesses of the organization, as identified from objective assessment of the organization.					
32. Planning process identifies suitable strategies and/or goals to address the opportunities, threat, strengths and weaknesses.					
33. Plan includes action plans to address each strategies and/or goal, and specify who will do what and by when to address each priority in the strategic plan.					

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34. Strategic plan is communicated to all relevant stakeholders.					
35. Members regularly monitor status of implementation of the strategic plan.					
Board's oversight of products – Board members ensure:					
36. The plan is changed, as needed, in a systematic manner and then communicated to all necessary stakeholders.					
37. Each product is based on meeting the researched/verified needs and wants of certain target markets of customers.					
38. All products are aligned with the organization's mission.					
39. Each product has a product/business plan that specifies its target markets, competitors and unique value proposition.					
40. Products are sufficiently staffed and resourced to provide high- quality services to customers.					
41. Evaluations are conducted of each product to ensure high- quality development, delivery and support to customers.					
42. Board regularly monitors and evaluates progress toward each product's performance.					
43. Products and the organization are effectively promoted to each of the major stakeholders, and in a manner that each stakeholder prefers (e.g., social media vs. print vs. radio, etc.)					
Board's oversight of personnel management – Board members ensure:					
44. The organization has a written personnel handbook/policy that is regularly reviewed, updated and approved by the Board: a) to describe the recruitment, hiring, termination and standard work rules for all employees and b) to maintain compliance with government employment laws and regulations.					
45. The organization has job descriptions for all employees, including qualifications, duties and reporting relationships.					
46. Executive and management positions have annual performance goals that are aligned with their job descriptions and goals from the strategic plan.					

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47. The Chairman of the Board, CEO, CSMO and CFO are formally evaluated annually by the Board with reference to the job description and performance goals, and includes input from all Board members, and this results in a written performance evaluation.					
48. The organization has a compensation plan for employees, and a periodic review of salary ranges and benefits is conducted.					
49. The organization does succession planning for key roles, including a timely process for filling vacant positions to prevent an interruption of operations.					
50. Staff morale is high and stress levels are manageable, resulting in work that is satisfying for all employees.					
Board's oversight of financial activities – Board members ensure:					
51. Board has approved up-to-date fiscal policies and procedures that are followed, and ensure compliance to relevant rules and regulations, and safety of all assets.					
52. Board approves an annual operating budget, based on funds needed to obtain and develop resources needed to implement the strategic plan and operate the organization.					
53. Board receives accurate and timely reports on status of finances, including as compared to plans and conformance to relevant rules and regulations.					
54. If organization has more than one product, the budget organizes expected revenues and expenses on a per-product basis.					
55. Board ensures adequate risk management arrangements, including suitable insurance and review of insurance.					
56. Board members are trained to analyze and make decisions on financial reports and information.					
Board participation and morale:					
57. All members actively participate in Board activities (and committees, if applicable).					
58. Board members value and trust each other, and feel they can rely on each other to effectively perform their roles.					

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59. Overall, Board operates in a planful, proactive manner, rather than reactive, crisis-driven manner.					

Part TWO: Please rate the performance of the individual members of the Board (including oneself) with 1 as the lowest and 5 as the highest rating. Kindly note that the final results of this part shall be communicated only to the concerned director.

Name	1	2	3	4	5
	Lowest				Highest
1. Abes, Cresencio R.					
2. Arcilla, Juanito G.					
3. Chua, Elvira C.					
4. Co, Lourdes Ann D.					
5. Collado, Ronnie U.					
6. De Asis, Edgar C.					
7. Diaz, Rafe M.					
8. Crisostomo, Jay D.					
9. Escalona, Ana Maria K.					
10. Katipunan, Mariano Jr., T.					
11. Lucena, Gilda C.					
12. Navarro, Domingo M.					
13. Reyes, Rene V.					
14. Umali, Elizabeth C.					
15. Yulde, Jeffrey K.					

- END -

Note: Kindly send this form back to the Office of the Corporate Secretary on or before 23 December 2022 (Friday). You may send the form via email (██████████) or leave hard copies addressed to Olyn at the Board Room (4th Floor). For any question, please call or text Olyn (██████████).

Thank you very much!