
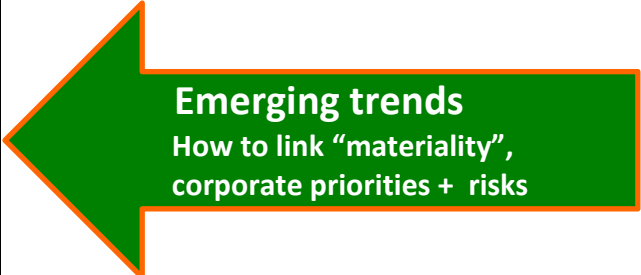




Preview: ESG reporting



<p>Mandatory board statement</p> <ul style="list-style-type: none"> – <i>board oversight (governance process; dedicated committees? management roles; details e.g. frequency of meetings and reporting)</i> 	 <p>Proposed HKEX revisions</p>
<ul style="list-style-type: none"> • Board evaluation of ESG opportunities and risks – <i>impact on business?</i> 	
<p>“Materiality assessment”</p> <ul style="list-style-type: none"> – <i>how? Including “mega trends” analysis?</i> – <i>stakeholder engagement</i> – <i>validation by board (in light of corporate priorities; risk management)?</i> – <i>materiality matrix and more?</i> 	 <p>Emerging trends How to link “materiality”, corporate priorities + risks</p>
<p>Social KPIs</p> <ul style="list-style-type: none"> – <i>supply chain management</i> – <i>anti- corruption</i> 	 <p>Climate-change risks! New “social KPIs” !</p>
<p>Climate change disclosure</p> <ul style="list-style-type: none"> – <i>TCFD style disclosure examples</i> – <i>Other disclosure examples</i> 	
<p>More “ focused “ reporting?</p> <ul style="list-style-type: none"> – <i>How to balance comprehensive information and user friendliness</i> 	 <p>Emerging trends More “focused” reporting?</p>

Preview: Corporate Governance

What's new in this edition:




- Linking board diversity to strategy
- Appointment process/ succession planning
- Justification for “over-boarding”
- Work done by the board during the year
- Latest best practices — “group companies” governance; board evaluation, etc
- Observations on general presentation

Example:

<p>The nomination process; appointment</p> <ul style="list-style-type: none"> – <i>a nomination committee?</i> – <i>terms of reference; frequency of meetings</i> – <i>tools / processes</i> – <i>interaction with the board</i> <p>For committee report: work done during the year (diversity considerations in new director appointment)</p>	 <p>Practical framework</p>
<p>Board refreshment /succession planning</p> <ul style="list-style-type: none"> – <i>steps taken?</i> 	 <p>Illustrated with a range of examples!</p>
<p>Induction and training</p> <ul style="list-style-type: none"> – <i>new directors</i> – <i>general</i> 	

Preview: internal controls + risk management

Extracts:

Governance <ul style="list-style-type: none"> – <i>special structures or teams?</i> – <i>frequency of meetings?</i> – <i>actions and report back?</i> 	
Processes and tools <ul style="list-style-type: none"> – <i>not only stating international systems (e.g. COSO) adopted</i> – <i>e.g. “risk appetite”</i> – <i>e.g. “top and emerging risks process”</i> 	
Annual board review of internal controls effectiveness <ul style="list-style-type: none"> – <i>a rigorous process?</i> 	
“Integrating” risk management <ul style="list-style-type: none"> – <i>strategy</i> – <i>business plans and budgets?</i> – <i>capex and major M+As?</i> 	
“Risk Culture”	
For “group companies”	
Principal risks <ul style="list-style-type: none"> – <i>what?</i> – <i>Impact</i> – <i>mitigating actions</i> 	
Cyber risks and security	
Privacy and data theft	
Climate change risks	
Geopolitical risks	