THE INSTITUTE OF CHARTERED ACCOUNTANTS OF PAKISTAN

CHECKLIST FOR REVISED CODE OF CORPORATE GOVERNANCE 2012

INTRODUCTION AND EXPLANATORY COMMENTS

- 1 This checklist seeks to provide guidance to the listed companies and their auditors with regard to the statement to be included by the directors and certification by auditors in their annual reports in accordance with the requirements in the Listing Regulations of the Stock Exchange relating to Code of Corporate Governance.
- The checklist is merely a technical practice aid and in no way represents the authoritative pronouncement of the Institute. It does not aim at interpreting the requirements set out in the Listing Regulations.
- This checklist seeks to represent minimum requirements and does not purport to be allinclusive and would need to be constantly reviewed in the light of changes in Regulations from time to time.
- 4 Users of this checklist are advised to refer directly to the Code of Corporate Governance 2012. In determining the applicability of any clause of the Regulation, its effective date should also be considered.
- Use of the checklist requires the exercise of individual professional judgment and may require some modification based on the circumstances of individual companies.
- Respond to each item of the checklist with a check mark () in the appropriate column: Yes indicating disclosure; No: indicating disclosure not made and N/A showing items not present or relevant.
- Items marked "No" should be accompanied by an explanatory memorandum to document in what manner and to what extent disclosure or compliance falls short of the Listing Regulations. The explanation should be elaborate and comprehensive.

LIENT:					
PERIOD ENDED:					
		Code Ref #	Yes	No	N/A
	COMPOSITION OF THE BOARD				
*1.1	Is there a balance of executive and non executive directors in Board of Directors of the Company including independent directors and those representing minority interests with the requisite skills, competence, knowledge and experience so that the Board as a group have core competencies and diversity?	35(i)			
*1.2	Do the Board of Directors of the Company include at least one and preferably one third of the total members of the Board as Independent directors?	i(b)			
*1.3	At the time of appointment of the Independent director, have the following circumstances been considered for director's independence:	i(b)			
	• He/she has been an employee of the Company, any of its subsidiaries or holding Company within the last three years;				
	• He/she is or has been the CEO of subsidiaries, associated Company, associated undertaking or holding Company in the last three years;	-			
	• He/she has or has had within the last three years, a material business relationship with the Company either directly, or indirectly as a partner, major shareholder or director of a body that has such a relationship with the Company:	-			
	• He/she has received remuneration in the three years preceding his/her appointment as a director or receives additional remuneration, excluding retirement benefits from the Company apart from a director's fee or has participated in the Company's share option or a performance-related pay scheme;	-			
	He/she is a close relative of the Company's promoters, directors or major shareholders:	-			
	• He/she holds cross-directorships or has significant links with other directors through involvement in other companies or bodies;	-			
	• He/she has served on the Board for more than three consecutive terms from the date of his first appointment provided that such person shall be deemed "independent director" after a lapse of one term.	-			

^{*} Not Mandatory

		Code Ref #	Yes	No	N/A
	• He/she has complied all the requirements of the Companies Ordinance, for qualification/ eligibility criteria for appointment as independent directors of the Company.				
*1.4	Has it been ensured that a person nominated as a director under Sections 182 and 183 of the Ordinance, is not taken to be an "independent director" for the purposes mentioned in 1.3 above?	i(b)			
*1.5	Has the director representing an institutional investor been selected by such investor through a resolution of its Board of directors, either specifically or generally? and has the policy for selection of such person for election on the Board of directors of the investee company been annexed to the Directors' Report of the investor company?	i(b)			
*1.6	Has the professional indemnity insurance cover for independent directors been taken by the Company?	i(c)			
*1.7	Are executive directors, i.e. paid executives of the Company from among senior management, not more than one third of the elected directors, including the Chief Executive?	i(d)			
	MAXIMUM NUMBER OF DIRECTORSHIP				
1.8	Are the directors of the Company not elected or nominated in more than seven listed companies, including a unlisted company which is a subsidiary of listed company, simultaneously? (except for listed subsidiaries of a listed holding company)	(ii)			
	RESPONSIBILITIES, POWERS AND FUNCTIONS OF BOARD OF DIRECTORS	•			
1.9	Has the Board of Directors ensured the following :				
	a) The professional standards and corporate values have been put in place in the form of 'Code of Conduct'?	v(a)			
	If answer to the above is Yes, has the Company disseminate the Code of Conduct throughout the Company along with supporting policies and procedures and are these also put on the Company's website?				
	b) Adequate systems and controls are in place for identification and redress of grievances arising from unethical practices?	v(b)			

^{*} Not Mandatory

	Code Ref #	Yes	No	N/A
c) A vision/ mission statement and overall corporate strategy for the listed Company has been prepared and adopted?	v(c)			
d) A system of sound internal control has been established, which is effectively implemented and maintained at all levels within the Company?	v(d)			
e) Within two years of coming into force of this Code, a mechanism has been put in place for an annual evaluation of the Board's own performance?	v(e)			
f) The decisions on the following material transactions or significant matters have been documented by a resolution passed at a meeting of the Board of Directors:	v(f)			
 i) investment and disinvestment of funds where the maturity period of such investments is six months or more, except in the case of banking companies, non-banking finance companies and insurance companies 	_			
ii) determination of the nature of loans and advances made by the listed Company and fixing a monetary limit thereof.	-			
g) The level of materiality has been defined by Board of Directors keeping in view the specific circumstances of the Company and the recommendations of any technical or executive subcommittee of the Board that may be set up for the purpose?	v(g)			
h) The significant policies along with standard operating procedures thereof have been formulated and their complete record along with the dates on which these were approved or amended by the Board of Directors have been maintained?	v(c)			
Is the Chairman and the Chief Executive Officer (CEO), by whatever name called, not the same person except where provided for under any other law?	(vi)			
Has the Chairman of the Company been elected from amongst the non executive directors of the Company?	(vi)			
Has the Board of Directors clearly defined the respective roles and responsibilities of the Chairman and CEO?	(vi)			

1.10

1.11

1.12

^{*} Not Mandatory

		Code Ref #	Yes	No	N/A
	MEETINGS OF THE BOARD				
1.13	Have the written notices (including agenda) of meetings been circulated not less than seven days before the meetings, except in the case of emergency meetings, where the notice period might reduced or waived?	(vii)			
1.14	Has the Chairman of the Company ensured that minutes of meetings of the Board of Directors are appropriately recorded?	(viii)			
1.15	Is the Company Secretary also the Secretary to the Board of Directors ?	(viii)			
1.16	In the event that director has a dissenting note and in his views it has not been satisfactorily recorded in the minutes of a meeting of the Board of Directors, did he refer the matter to the Company Secretary?	(viii)			
	SIGNIFICANT ISSUES TO BE PLACED FOR DECISION BY THE BOARD OF DIRECTORS				
1.17	Are the significant issues as detailed in the Code being placed for the information, consideration and decision of the Board of Directors of the Company and/or its Committees?	(ix)			
	RELATED PARTY TRANSACTIONS				
1.18	Are the details of all related party transactions placed before the Audit Committee of the Company?	x(a)			
1.19	Are these recommended to the Board of Directors by the Audit Committee?	x(a)			
1.20	Are the recommended transactions placed before the Board of Directors for review and approval?	x(a)			
1.21	In case, related party transactions which are not executed at arm's length price, has the Board of Directors approved such transactions after recommendations of Audit Committee?	x(b)			
1.22	Has the Board of Directors of the Company approved the pricing methods for related party transactions that were made on the terms equivalent to those that prevail in arm's length transaction, only if such terms can be substantiated?	x(c)			
1.23	Has the Company maintained a party wise record of transactions with related parties for the year along with all relevant documents and explanations?	x(d)			

^{*} Not Mandatory

		Code Ref #	Yes	No	N/A
1.24	Does the party wise record of related parties transactions includes the following?				
	i) Name of related party;	x(d)			
	ii) Nature of relationship with related party;	•			
	iii) Nature of Transaction;	•			
	iv) Amount of transaction; and	•			
	 v) Terms and conditions of transaction, including the amount of consideration received or given. 				
	DIRECTORS' TRAINING PROGRAM				
1.25	Did the Company make appropriate arrangements to carry out orientation courses for their directors to acquaint them with this Code, applicable laws, their duties and responsibilities to enable them to effectively manage the affairs of the Company?	(xi)			
1.26	Has the company ensured that at the reporting date the number of directors required to obtain certification from prescribed Institutes' directors training programs been obtained?	(xi)			
	CHIEF FINANCIAL OFFICER (CFO), COMPANY SECRETARY AND HEAD OF INTERNAL AUDIT				
	APPOINTMENT AND REMOVAL	(xii)			
1.27	Have the appointment, remuneration and terms and conditions of employment of the Chief Financial Officer (CFO), the Company Secretary and the Head of Internal Audit of the Company been determined by the Board of Directors?				
1.28	Have the CFO and the Company Secretary of the listed Company been removed with the approval of Board of Directors?				
1.29	Has the Head of Internal Audit of the Company been removed with the approval of Board of Directors only upon recommendation of the Chairman of the Audit Committee?				
	QUALIFICATION OF CFO AND HEAD OF INTERNAL AUDIT				
1.30	Is the CFO of a Company:	(xiii)			

^{*} Not Mandatory

			Code Ref #	Yes	No	N/A
	(a)	has at least five years of experience of handling financial or corporate affairs of a listed Company or a bank or a financial institution; and				
	(b)	a member of a recognized body of professional accountants; or				
	(c)	has a postgraduate degree in finance from a recognized university or equivalent.				
		Provided that individuals serving as CFO of a listed company for the last five years at the time of coming into effect of this Code shall be exempted from the above qualification requirement.]			
1.31	Is the I	Head of Internal Audit has 5 years of relevant audit experience and is:	(xiv)			
	(a)	a member of a recognized body of professional accountants; or				
	(b)	a Certified Internal Auditor; or				
	(c)	a Certified Fraud Examiner; or				
	(d)	a Certified Internal Control Auditor				
		Provided that individuals serving as Head of Internal Audit of a listed company for the last five years at the time of coming into effect of this Code shall be exempted from the above qualification requirement.]			
	REQUI	REMENT TO ATTEND BOARD MEETINGS				
1.32		CFO and the Company Secretary of the Company (or in their absence their nominee) attendgs of the Board of Directors?				
	CORP	ORATE AND FINANCIAL REPORTING FRAMEWORK				
1.33		he directors of the Company annexed statements to the following effect with the Directors' Report, ed under section 236 of the Companies Ordinance, 1984:	(xvi)			

^{*} Not Mandatory

		Code Ref #	Yes	No	N/A
(a)	The financial statements, prepared by the management of the Company, present fairly its state of affairs, the result of its operations, cash flows and changes in equity.				
(b)	Proper books of account of the Company have been maintained.	•			
(c)	Appropriate accounting policies have been consistently applied in preparation of financial statements and accounting estimates are based on reasonable and prudent judgment.				
(d)	International Financial Reporting Standards, as applicable in Pakistan, have been followed in preparation of financial statements and any departure there from has been adequately disclosed and explained.				
(e)	The system of internal control is sound in design and has been effectively implemented and monitored.				
(f)	There are no significant doubts upon the Company's ability to continue as a going concern.	•			
(g)	There has been no material departure from the best practices of corporate governance, as detailed in the listing regulations.	,			
Has the	Directors' Reports of the listed Company also annexed the following, where applicable:-				
(a)	If the Company is not considered to be a going concern, the fact along with reasons have been disclosed.				
(b)	Significant deviations from last year in operating results of the Company have been highlighted and reasons thereof explained.				
(c)	Key operating and financial data of last six years has been summarized.				
(d)	If the Company has not declared dividend or issued bonus shares for any year, the reasons thereof have been given.				
(e)	Where any statutory payment on account of taxes, duties, levies and charges is outstanding, the amount together with a brief description and reasons for the same have been disclosed.				
(f)	Significant plans and decisions, such as corporate restructuring, business expansion				

and discontinuance of operations, have been outlined along with future prospects, risks and

1.34

^{*} Not Mandatory

			Code Ref #	Yes	No	N/A
	uncertai	nties surrounding the Company.	,			
(g)		nent as to the value of investments of provident, gratuity and pension funds, based on pective audited accounts has been included.	·			
(h)		nber of Board and committees' meetings held during the year and attendance by rector has been disclosed.				
(i)	The deta	ails of training programs attended by directors;				
(j)	-	ern of shareholding reported to disclose the aggregate number of shares (along me wise details) Where required, held by:				
	(i)	associated companies, undertakings and related parties (name wise details);	ı			
	(ii)	mutual funds (name wise details);				
	(iii)	directors and their spouses and minor children (name wise details);	,			
	(iv)	executives;	,			
	(v)	public sector companies and corporations;	!			
	(vi)	banks, Development Finance Institutions, Non-Banking Finance companies, Insurance companies, Takaful, Modarabas and Pension funds; and				
	(vii)	shareholders holding five percent or more voting rights in the listed Company (name wise details).	,			
(k)		ion about loans, TFCs, sukuks or any other debt instruments in which the Company fault or likely to default.				
(I)		are of all trades in the shares of the listed Company, carried out by its directors, es and their spouses and minor children.				

^{*} Not Mandatory

Code Ref #

Yes

No

N/A

	For the purpose of this sub-clause (I) and clause (xxiii) of this Code, the expression "executive" means the CEO, COO, CFO, Head of Internal Audit and Company Secretary by whatever name called, and other employees of the company for whom the board of directors will set the threshold to be reviewed on an annual basis and disclosed in the annual report.			
	DIRECTORS' REMUNERATION			
1.35	Is there a formal and transparent procedure for fixing the remuneration packages of individual directors?	(xvii)		
1.36	Has it been ensured that the director is not involved in deciding his/her own remuneration?	(xvii)		
1.37	Is the director's remuneration subject to prior approval of shareholders/ Board of Directors as required by the Company's Articles of Association?			
1.38	Has the Company's Annual Report contained details of the aggregate remuneration of executive and non-executive directors separately?			
	FREQUENCY OF FINANCIAL REPORTING			
1.39	Are the quarterly unaudited financial statements of the Company being published and circulated along with directors' review on the affairs of the Company?	(xviii)	 	
1.40	Are the half-yearly financial statements of the Company subject to a limited review by the statutory auditors in accordance with terms and conditions determined by the Institute of Chartered Accountants of Pakistan (ICAP) and approved by the Securities and Exchange Commission of Pakistan (SECP)?	(xix)	_	
1.41	Has the Company immediately disseminated all material information relating to the business and other affairs of the listed Company to the SECP and the stock exchange on which its shares are listed that would affect the market price of its shares in accordance with the mode of dissemination of information as prescribed by their respective stock exchange?	(xx)		
1.42	Has the material information been disseminated to the SECP and Stock Exchange as soon as any decision or any other significant issue is taken by the Board or a significant matter requiring disclosure has come into the knowledge of company's management?	(xx)		

* Not Mandatory

RESPONSIBILITY FOR FINANCIAL REPORTING AND CORPORATE COMPLIANCE

		Code Ref #	Yes	No	N/A
1.43	Were the financial statements presented to the Board of Directors duly signed by the CEO and CFO of the Company and issued and circulated after Board of Director's approval?	(xxi)			
1.44	Were the second quarterly and annual accounts (both separate and consolidated where applicable) initialed by the external auditors before presenting it to the Audit Committee and the Board of Directors for approval?	(xxi)			
1.45	Has the Secretarial Compliance Certificate been filed by the Company Secretary on the prescribed form along with the annual return of the Company?	(xxii)			
	DISCLOSURE OF INTEREST BY A DIRECTOR HOLDING COMPANY'S SHARE				
1.46	Where any director, CEO or executive of a listed company or their spouses sell, buy or transact, whether directly or indirectly, in shares of the listed company of which he is a director, CEO or executive, did he/she immediately notified in writing to the Company Secretary of such transaction?				
1.47	Did the Director, CEO or executive also delivered a written record of the price, number of shares, form of share certificates within the Central Depository System, and nature of transaction to the Company Secretary within four days of effecting the transaction?				
1.48	Has the notice of the director, CEO or executive been presented by the Company Secretary at the meeting of the Board of directors immediately subsequent to such transaction?	(xxiii)			
1.49	In the event of default by a director, CEO or executive to give a written notice or deliver a written record, did the Company Secretary placed the matter before the Board of Directors in its immediate next meeting?				
1.50	Did the director, CEO or executive whether directly or indirectly, not made any deal in the shares of the Company in any manner during the closed period?	(xxiii)			
	COMPOSITION OF THE BOARD				
1.51	Has the Board of Directors of the Company established an Audit Committee comprising of at least three members who are non-executive directors?	(xxiv)			
1.52	Is the chairman of the Committee an independent director and not the chairman of the Board?	(xxiv)			

^{*} Not Mandatory

			Code Ref #	Yes	No	N/A
1.53	Did the Board sa experience?	atisfy that at least one member of the audit committee has relevant financial skills and	(xxiv)			
1.54		rmed a Human Resource and Remuneration (HR&R) Committee comprising of at least f which majority are non-executive directors, including an independent director	(xxv)			
1.55	Is the CEO a me	mber of the HR&R Committee and not the chairman of Committee?	(xxv)			
1.56	Did the HR&R Co	ommittee fulfilled the following responsibilities:				
	(i)	recommending human resource management policies to the Board of Directors;	(xxv)			
	(ii)	recommending to the Board of Directors, the selection, evaluation, compensation (including retirement benefits) and succession planning of the CEO;				
	(iii)	recommending to the Board of Directors the selection, evaluation, compensation (including retirement benefits) of COO, CFO, Company Secretary and Head of Internal Audit; and				
	(iv)	consideration and approval on recommendations of CEO on such matters for key management positions who report directly to CEO or COO.				
1.57	Are the names of of the listed Com	f members of the Committees of the Board of Directors disclosed in each Annual Report pany?	(xxvi)			
	AUDIT COMMIT	TEE				
	FREQUENCY O	F MEETINGS	(xxvii)			
1.58	Does the Audit C	ommittee of the Company meet at least once in every quarter of the financial year?				
1.59		meetings been held prior to the approval of interim results of the listed Company by its s and before and after completion of external audit?				
1.60	Has the meeting Audit? (if request	of the Audit Committee been held with the external auditors or the Head of Internal red)				
	ATTENDANCE A	AT MEETINGS	(xxviii)			

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		Code Ref #	Yes	No	N/A
1.61	Has the CFO, the Head of Internal Audit and external auditors represented by engagement partner (or in his absence any other partner designated by the audit firm) attended meetings of the Audit Committee at which issues relating to accounts and audit were discussed?				
1.62	At least once a year, has the Audit Committee met the external auditors without the presence of CFO and the Head of Internal Audit?				
1.63	At least once a year, has the Audit Committee met the Head of Internal Audit and other members of the internal audit function without the CFO and the external auditors?				
1.64	Has the chairman of the Audit Committee and engagement partner of external auditor (or in his absence any other partner designated by the audit firm) presented at the AGM for necessary feedback to the shareholders?				
	TERMS OF REFERENCE				
1.65	Has the Board of Directors of the Company determined the terms of reference of the Audit Committee as detailed in paragraph (xxix) of the Code?	(xxix)			
	REPORTING PROCEDURE	(xxx)			
1.66	Has the Audit Committee of the Company appointed a Secretary of the Committee who is either the Company Secretary or Head of Internal Audit but not the CFO?				
1.67	Were the minutes of meetings of the Audit Committee circulated by the Secretary to all members, directors, Head of internal Audit and the CFO prior to the next meeting of the Board of Directors?				
1.68	If the above 1.67 is not practicable, did the Chairman of the Audit Committee communicated a synopsis of the proceedings to the Board of Directors and circulated the minutes immediately after the meeting of the Board of Directors?				
	INTERNAL AUDIT	(xxxi)			
1.69	Is there an internal audit function in the Company?				
1.70	If answer to above is yes, does the Head of internal Audit report functionally to the Audit Committee and administratively to the CEO?				

^{*} Not Mandatory

		Code Ref #	Yes	No	N/A
1.71	Is a director appointed in any capacity in the internal audit function to ensure independence of the Internal Audit function?				
	Outsourcing of Internal Audit Function				
1.72	If the internal audit function is outsourced by the Company, has the due care been exercised to ensure that suitably qualified and experienced persons, who are conversant with the Company's policies and procedures, are engaged in the internal audit?				
1.73	Has the Company appointed a fulltime employee other than CFO, as Head of Internal Audit, to act as coordinator between firm providing internal audit services and the Board of Directors?				
1.74	Is the Head of internal audit has same qualification in case of outsourcing?				
1.75	Are the Company's existing external auditors appointed as internal auditors, while outsourcing?				
1.76	Have internal audit reports been provided for external auditor's review? Have any major findings in relation to the reports been discussed with the Audit Committee?				
	EXTERNAL AUDITORS				
1.77	Has the external audit firm obtained a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan (ICAP)?	(xxxiii)			
1.78	Is the firm of external auditor or a partner in compliant with the International Federation of Accountants' (IFAC) Guidelines on Code of Ethics, as adopted by the ICAP?	(xxxiv)			
1.79	Has the external auditor performed services in addition to audit except as required in the IFAC Guidelines on Code of Ethics, as adopted by the ICAP?	(xxxvi)			
1.80	If the Company is in financial sector, does it change their external auditors every five years?	(xxxvii)(a)			
1.81	If the Company is in non-financial sector, does the Company, at a minimum, rotate the engagement partner after every five years?	(xxxvii)(b)			
1.82	Has the Company appointed a person as an external auditor or a person involved in the audit of a listed Company who is not a close relative, i.e., spouse, parents, dependents and non-dependent children, of the CEO, the CFO, an internal auditor or a director of the listed Company?	(xxxviii)			

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		Code Ref #	Yes	No	N/A
1.83	Did the external auditors furnished a Management Letter to its Board of Directors within 45 days of the date of audit report?	(xxxix)			
1.84	Did all the significant matters communicated in writing to the Board by the external auditor prior to the approval of the audited accounts by the Board?	(xxxix)			
	COMPLIANCE WITH THE CODE OF CORPORATE GOVERNANCE				
1.85	Has the Company published and circulated a statement along with its annual report to set out the status of their compliance with the best practices of corporate governance set out above?	(xl)			
1.86	Has the statement of compliance with the best practices of corporate governance been reviewed and certified by the statutory auditors?	(xli)			
1.87	In case of material non-compliance with the CCG which is disclosed in the Statement of Compliance, has it been properly highlighted in the review report?	(xli)			

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