

Feedback from the survey on governance

Country	Comments from FMA	ISRP Task Force's comments	ISRP Task Force's proposals of change
Sweden	<ul style="list-style-type: none"> Q2: Our biggest concern is that the Board becomes too big. In practice there is no difference between alternatives "B" and "C", as the committee chairs are included in both (as they should be), However this then creates a large forum, which becomes more difficult to manage, and to create forward momentum. If Alternative A is to be discarded, then we suggest that at least the number of "ordinary" Board members is reduced from 6 to 3. Q3: Our concerns surround what appears to be a demotion of the role of Committee Chair. We believe that committee Chairs should be more actively involved Q6: Again the Nominations panel is becoming quite large, and there is a question if it is going to be easy to manage the 	<ul style="list-style-type: none"> The Task Force has received the mission to look at how to shape the Board of Directors such that the AAE could deliver in a more efficient way. The Task Force concluded that there needs to be a split between the Board of Directors, which is proposing and monitoring the strategy and overseeing the activities of the Committees and the Committees which are executing it and are the topic experts. Nevertheless, it was identified that it is key that the Committee Chairperson are involved, informed and can share their views when the Board meets. Therefore, the Task Force proposes to invite the Committee Chairperson at each Board of Director's meeting. Depending on the agenda, the Committee Chairperson can decide whether it would make sense to join the meeting or not. Committees are of utmost importance, as they are in charge 	<ul style="list-style-type: none"> No change proposed

panel.

of implementing the strategy. As mentioned above, there needs to be strong collaboration between the Board and the Committees in order to ensure an efficient execution of the strategy. The goal of the new structure is to provide the same responsibility to the Committee Chairperson while providing them with more time to focus on respective expertise area rather than the proposition of the strategy and monitoring its execution.

- The Task Force has the view that the most efficient structure in order to adapt the strategy and monitor its execution is to invite the Committee Chairperson to the Board meetings.
- The Board in the new governance structure will have 9 members, just as it has today.
- The goal is to ensure a better diversity and representation of the FMA of each size. In addition, this will allow to have a better involvement from FMAs and ensure the activities of the AAE in the long run.

Sweden

Additional comments

	<ul style="list-style-type: none"> Let the 1 voting per category minimum obligation be only mentioned in the Nomination Panel terms of reference (adopted also by the General Assembly) and not in the statutes. 	<p>This proposal doesn't change the obligation. It gives more flexibility for future adjustments.</p>	<p>To be discussed in the SFPC meeting. Some SFPC members agreed to this proposal.</p>
	<ul style="list-style-type: none"> Adopt as an AAE policy by the General Assembly the paper on the links between the board and the Committee chairs. 	<p>It enables this document to become an AAE official one.</p>	<p>Agreed</p>
	<ul style="list-style-type: none"> Clarify some allocation of roles: the General Assembly would be organized by the CE and the TF could be initiated by the Committees but have to be ratified by the board. 		<p>Agreed</p>
<p>Belgium</p>	<ul style="list-style-type: none"> Q2: Provided that small and medium-sized associations can give their opinion and that it is taken into consideration 	<ul style="list-style-type: none"> The goal of the new Board of Director and Nomination Panel structures is to make sure that there is a good diversity and that each FMA can give their opinion. 	<p>No change proposed</p>

Finland	<ul style="list-style-type: none"> Q4: We support the proposal but notice that there could have been a target allocation of how the voting categories are represented in the Board of Directors. The Nominations Panel is subject to a recommendation on how the Board of Director should be composed in order to ensure a good distribution of the voting categories and diversity. In addition, the Task Force, discussed whether it would like to refine the target allocation and the conclusion of the discussion was that the abilities of the candidates are as important as having a refined allocation of the FMAs. Therefore, the Task Force has the opinion that the Nomination Panel, within its delegated authority, should assess the situation one by one. The Task Force has the view that the target allocation should not be too refined and the decision should be delegated to the Nominations Panel, which will take into accounts all the parameters to ensure that the best candidates are chosen while ensuring diversity and a good allocation of the voting categories. However, there is a minimum of one member per voting category. No change proposed
Ireland	<ul style="list-style-type: none"> Q2: if it is not possible to appoint someone from each If it is not possible to appoint someone from one voting For discussion during the SFPC

	<p>voting category, then the provision that there will be "no more than one Board member from each Association" will not necessarily apply. This is not clear from the proposed Statutes.</p> <ul style="list-style-type: none"> • It is proposed that a Board member's three-year term may be extended only if (s)he is appointed as Vice-Chairman. We feel that this is perhaps unduly restrictive. 	<p>category, then there is the possibility to appoint somebody from a different voting category. In order to avoid a strong representation from one FMA, the Task Force has the view that there should not be more than one Board Member from each FMA.</p> <ul style="list-style-type: none"> • In order to ensure that all the FMAs can have a Board member in the next years, it is important to have rotations every three years. Otherwise, the FMAs in voting category one could be waiting several years before being able to have a Board member representative. Nevertheless, the Task Force understands that if one Board member's performance is truly outstanding and the AAE would suffer from not being able to extend his / her term, then it should be possible to exceptionally extend it. • The Task Force recommends to keep this clause to ensure a good diversity with regards to FMAs representation in the Board of Directors. 	<p>Committee: Some of the TF members were in favor of the extension in certain circumstances. Others prefer to keep the equilibrium such as it is presented and allow for a rotation which enables especially smaller countries to be represented in the board.</p>
<p>Netherlands</p>	<ul style="list-style-type: none"> • Q2: We have some concerns regarding increasing 	<ul style="list-style-type: none"> • The Task Force has the view that bureaucracy will decrease by 	<p>No change proposed</p>

	<p>bureaucracy which possibly could influence our effectiveness.</p> <ul style="list-style-type: none"> • Q5: diversity is not a goal in itself but an instrument to improve the representation and decision making process. 	<p>allowing the Board of Directors and the Committee Chairperson to exchange at Board meetings. In addition, this new composition, will allow to the Committee Chairpersons to focus on their area of expertise.</p>	
Switzerland	<ul style="list-style-type: none"> • Q2: We should also limit the maximum number of board members per voting category to e.g. 3 to foster more strongly and explicitly the goal of diversity. We are aware and support that Articles 9-11 are a guideline to the nominations committee, which the nominations committee can deviate from in justified situations. • Q4: We should also limit the maximum number of board members per voting category to e.g. 3 to foster more strongly and explicitly the goal of diversity. We are aware and support that Articles 9-11 are a guideline to the nominations committee, which the nominations committee can deviate from in justified 	<ul style="list-style-type: none"> • The Nominations Panel has to ensure that there is a good representation of the different voting categories and diversity. The Task Force has looked at several options, and in order to ensure flexibility, it decided not to cap the maximum number of Board Members per voting category. 	<p>No change proposed</p>

situations.			
UK	<ul style="list-style-type: none">Q4: We express the view there should be no further restrictions for Board positions per member category	<ul style="list-style-type: none">The Task Force shares the same view.	No change proposed