

ASEAN PLUS BUSINESS ALLIANCE (APBA)

Terms of Reference for Advisors

The ASEAN Plus Business Alliance (“APBA”), formerly the China-ASEAN Business Alliance, appoints Advisors to provide independent strategic perspectives, insights and counsel in support of APBA’s mission, development and activities.

Advisors bring experience, networks and regional and international perspective. Their role is purely advisory and non-executive. Advisors do not take part in the day-to-day management or administration of APBA and have no decision-making or governance responsibilities.

1. Role of Advisors

Advisors may provide advice and perspectives on:

- APBA’s strategic direction, priorities and positioning;
- business, economic and geopolitical developments affecting ASEAN and its international partners;
- emerging opportunities and challenges for businesses operating within and beyond ASEAN;
- strengthening cross-border business connectivity, partnerships and collaboration;
- APBA’s programmes, initiatives, thought leadership and stakeholder engagement;
- opportunities to enhance APBA’s profile, relevance and impact; and
- such other strategic matters as may be referred to them from time to time.

Where appropriate and at their discretion, Advisors may also:

- introduce APBA to relevant business, institutional and professional networks;
- participate in selected APBA forums, dialogues and events;
- contribute to thought leadership and strategic discussions; and
- act as informal ambassadors for APBA and its mission.

Advisors are under no obligation to make introductions, secure business opportunities, raise funds or undertake any executive function.

2. Advisory Meetings

Advisors shall ordinarily meet four times each calendar year. Meetings may be held physically, virtually or in hybrid form. Additional consultations may take place between meetings where appropriate, subject to the Advisors’ availability.

Agendas and relevant materials should, where practicable, be circulated in advance to enable meaningful discussion.

Attendance is encouraged but not mandatory, recognising the seniority and other commitments of Advisors.

3. Nature and Status of Appointment

The role of an Advisor is advisory, non-executive and non-fiduciary, and carries no authority to bind or represent APBA. Accordingly, an Advisor shall not:

- be responsible for the management, supervision or administration of APBA;
- exercise any executive or decision-making authority;
- be treated as a director, officer, employee, partner or agent of APBA;
- incur obligations or liabilities on behalf of APBA; or
- represent that he or she has authority to speak for or bind APBA, unless expressly authorised in writing for a specific purpose.

Advice provided by Advisors is non-binding. Responsibility for decisions and their implementation remains with APBA's governing and executive bodies.

4. Composition

APBA may appoint Advisors from diverse backgrounds, including:

- business and industry;
- government and public policy;
- academia and thought leadership;
- professional services;
- technology and innovation;
- investment and finance; and
- regional and international organisations.

In appointing Advisors, APBA should seek diversity of geography, experience, sector expertise and perspective, consistent with its ASEAN Plus orientation.

5. Appointment and Term

Advisors shall be appointed by the Co-Chairmen on behalf of APBA. The normal term of appointment is two years, renewable by mutual agreement.

An Advisor may resign at any time by giving written notice. APBA may also conclude an appointment where it considers this appropriate, including where continued association may be inconsistent with APBA's interests, values or reputation.

6. Chairing and Secretariat Support

Advisory meetings shall be chaired by one of APBA's Co-Chairmen or such other person as APBA may designate. APBA shall provide reasonable secretariat support.

7. Remuneration

Unless otherwise agreed, the position of Advisor is honorary.

8. Expected Contribution

Advisors are invited to contribute through:

- participation, where reasonably possible, in the four annual meetings;
- candid and independent advice;
- strategic insight and constructive challenge;
- sharing relevant knowledge and experience; and
- supporting APBA's mission and standing in a manner consistent with the voluntary and advisory nature of the appointment.

No minimum time commitment beyond the quarterly meetings is required unless separately agreed.

9. Review of Terms of Reference

APBA may review and amend these Terms of Reference from time to time to ensure that the advisory arrangement remains relevant and effective.