

**SID**

SINGAPORE  
INSTITUTE OF  
DIRECTORS

**25**  
YEARS

GOVERNANCE FOR GOOD

Navigating an Unscripted World:  
Conform, Perform  
**Transform**

20 September 2023 | Esplanade Theatre





# It's time for boards to digitise



Increase efficiency



Improve decision-making



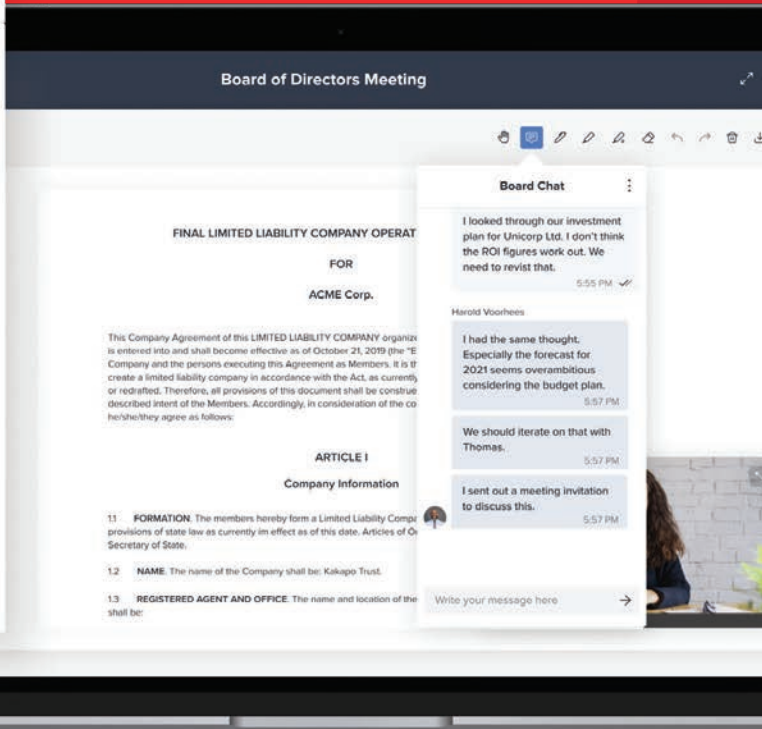
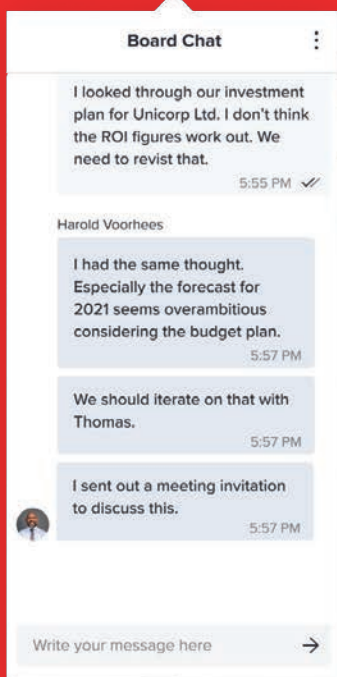
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SINGAPORE  
INSTITUTE OF  
DIRECTORS

## VISION

Every board director a champion of good governance

## MISSION

To transform boards and empower board directors to be champions of good governance

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The Singapore Institute of Directors (SID) is Singapore's national association for company directors. Established in 1998, our mission is to transform boards and empower board directors to be champions of good governance. SID works with regulators and partners to serve as the voice for directors and facilitates consultations and feedback sessions on regulatory matters. In advocating for good governance, SID advances thought leadership and benchmarking research and indices on corporate governance and directorship issues.

SID builds competencies and capabilities to enhance boardroom skills of directors for informed decision-making. An accreditation programme serves to set standards for and showcase best practices of good governance. The organisation supports members on their directorship journey with courses, workshops, advanced masterclasses, forum discussions and pit-stops. SID connects and strengthens the ecosystem with initiatives such as mentoring and networking. The Governance for Good Alliance is an initiative by SID to bring together key stakeholders who help advance our vision for every board director to be a champion of good governance.

[www.sid.org.sg](http://www.sid.org.sg)

[www.linkedin.com/company/singapore-institute-of-directors](https://www.linkedin.com/company/singapore-institute-of-directors)



# ABOUT THE CONFERENCE

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Step into the transformative world of governance at Navigating an Unscripted World: Conform, Perform, Transform, bringing together directors from diverse organisations, including public listed companies, family businesses, charities and startups.

The evolving business landscape presents new challenges for the enterprise. Boards are pivotal in ensuring good governance and creating innovative solutions, enabling people, organisations and communities to thrive. Against the backdrop of shifting geopolitics, emerging digital trends, pressing demands for sustainable growth and a challenging talent landscape, directors have to do more than Conform and Perform. They need to Transform.

The 25th anniversary edition of the SID Directors Conference connects thought leaders, regulators, accomplished board directors and influential voices to share their expertise and experiences, and provide valuable insights on navigating megatrends in this fluid environment.

For more details, please visit

[\*\*www.sid.org.sg/conference\*\*](http://www.sid.org.sg/conference)



# CONFERENCE PROGRAMME



# OVERVIEW

## Programme Outline

### LEGEND

All
Family Business
ScaleUps
NPO/Charity
Experienced
Aspiring/New

09:25 - 12:05

Act One/Plenary Sessions

12:05 - 12:30

Transition Break

12:30 - 16:15

Zone Activities

16:15 - 18:00

Act Two/Plenary Sessions

	Plenary Theatre	Clinic Circle 1 Foyer (R)	Conversation Tall Room	Fireside Discussion Circle 2 Foyer (R)	Deep Dive Circle 2 Foyer (L)	Charity Pitch & Match Circle 3 Foyer
09:30	Act One					
09:40	Welcome Address					
09:45	Opening Remarks					
09:50	Navigating the Changing World Order					
10:50	Mega Trends: Risks and Opportunities					
11:35	Disruption, Decisions, Diversity					
12:05	Transition Break					
12:30	Redefining Corporate Purpose	How to Land Your First Board Seat	Resigning from the Board	What it Takes to be an Effective Director of a High Growth Venture: Investor, Founder and Director Perspectives	Getting Board Ready on ESG: Turning 2030 Targets into Triumphs (Diligent)	12:50 National Kidney Foundation (NKF) 13:10 ItsRainingRaincoats
13:15	Casting a Spotlight on Regulations					13:30 Maya Dance Theatre/ Diverse Abilities Dance Collective (DADC)
13:30		Navigating Crisis Communications for Directors	Journeys to the Boardroom	What Every Charity Director Needs to Know	The Director's Playbook: Cyber Security and PDPA Risk Management (RSM)	13:50 Suncare SG
14:00	From Startup to Listco: The PropertyGuru Group Journey					14:10 Singapore Disability Sports Council (SDSC)
14:30		LinkedIn Strategies for Directors	My Toughest Challenge: Member Stories	Transformation of Family Business: Family and Non-Family Perspectives	Empowering Enterprises: Unleashing Innovation with 5G (Singtel)	14:30 The Private Museum
14:45	The Gold Standard for Governance in Nonprofits and Charities					14:50 The TENG Company Ltd
15:30	Leaving a Legacy Through Good Governance	Meet the Regulators	Navigating Global Governance: Insights from Serving on International Boards	Learning from Major Cyber Attacks	Building Resilience in a Time of Permacrisis (PwC)	15:10 Counselling and Care Centre
16:15	Act Two					15:30 LOVE, NILS
16:20	Wirecard Whistleblower: Conviction to Do the Right Thing					15:50 Singapore Repertory Theatre
16:40	Dialogue with Guest-of-Honour					
17:10	Happy Hour					

# THEATRE

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**0830 Registration & Networking**

**0930 Act One**

**0940 Welcome Address**  
**Ms Wong Su-Yen, FSID**, Chair, Singapore Institute of Directors

**0945 Opening Remarks**  
**Mr Dusk Lim**, Head of Enterprise Business, Diligent

**0950 Navigating the Changing World Order**

Boards and organisations need to deal with the consequences of geopolitical risks including soaring energy prices, rising inflation, supply chain disruptions and volatile financial markets. This session provides insights on:

1. The changing world order and shifting geopolitics (US, China, India, Southeast Asia, Middle East).
2. The impact of deglobalisation, trade policies and technological advancements on the global economy.
3. The role businesses and individuals can take in building a sustainable and resilient future.
4. Steps boards can take to mitigate risks and navigate an environment of increasing geopolitical uncertainty.

Moderator:

- **Prof Tommy Koh, FSID**, Ambassador-At-Large at the Ministry of Foreign Affairs

Panellists:

- **Mr James Crabtree**, Executive Director, International Institute for Strategic Studies
- **Mr Ashok Mirpuri**, Former Singapore's Ambassador to the United States of America
- **Prof Wang Gungwu**, University Professor, National University of Singapore
- **H.E. Kateryna Zelenko**, Ambassador Extraordinary and Plenipotentiary of Ukraine to the Republic of Singapore



## 1050 Mega Trends: Risks and Opportunities

Boards and organisations need to keep pace with rapid changes in technology, sustainability and human capital that will affect their organisations. Directors have to familiarise themselves with the challenges and explore key trends to adequately address emerging risks and opportunities.

Moderator:

- **Mr Shai Ganu, FSID**, Council member, Singapore Institute of Directors; Global Leader – Executive Compensation & Board Advisory Business, WTW

Panellists:

- **Mr Charlie Ang**, Head, Strategic Futures and Innovation, SPH Media
- **Dr Winston Chow**, Associate Professor of Urban Climate and Lee Kong Chian Research Fellow, College of Integrative Studies, SMU; Co-Chair, Working Group II, Intergovernmental Panel on Climate Change (IPCC)
- **Ms Maya Hari**, Chief Executive Officer, Terrascope; Independent Director
- **Ms Low Peck Kem**, President, Asia Pacific Federation of Human Resource Management

## 1135 Disruption, Decisions, Diversity

**Prof Anil Gaba**, Professor of Decision Sciences, INSEAD

While there are events that boards cannot anticipate, there are better ways of dealing with risk. This session provides insights on:

1. Biases in decision making and the illusion of control.
2. The impact of diversity on decision making.
3. Strategies for building resilient systems, inclusive communities and equitable recovery measures.

## 1205 Transition Break

## 1230 Redefining Corporate Purpose

By embracing corporate purpose, companies can achieve heightened business outcomes such as business resilience, talent attraction and retention, creativity and innovation, and trust from customers, employees, investors, and other stakeholders. This session provides insights on:

1. The business case for purpose.
2. How leading organisations live their purpose (case examples).
3. The importance of ethical leadership and robust governance frameworks in driving corporate purpose.
4. The role of the board in upholding purpose-driven values.
5. Explore how businesses can harness innovation to address societal challenges and create positive impact.

Moderator:

- **Prof Annie Koh, FSID**, Senior Advisor, Business Families Institute, Singapore Management University

Panellists:

- **Ms Elizabeth Kong, MSID**, Independent Non-Executive Director, Singapore Post
- **Mr Harish Manwani**, Former Chief Operating Officer, Unilever; Senior Operating Partner, Blackstone
- **Mr Suhaimi Zainul-Abidin**, Board Member, National Volunteer & Philanthropy Centre

## 1315 Casting a Spotlight on Regulations

In today's world, regulations play a pivotal role in shaping industries, governing ethical practices and safeguarding the rights and well-being of individuals. From finance and healthcare to technology and environmental protection, regulations permeate every facet of our lives. However, the intricacies of regulatory systems often remain opaque, and their implications can be far-reaching, affecting businesses, consumers and the overall socioeconomic landscape.

1. What are the impending changes in the regulatory landscape that will impact conformance, performance and transformation?
2. How can directors keep up-to-date and make sense of the evolving regulatory landscape?
3. What are the intended outcomes and purpose of regulations? Are regulations the only way to drive change?
4. How can directors appreciate the spirit of the law behind regulations and not just implement the letter of the law?
5. How should directors and boards get started on their migration path towards their intended outcomes?

Moderator:

- **Ms Joy Tan**, Partner, WongPartnership

Panellists:

- **Mr Desmond Chin**, Commissioner of Charities
- **Mr Ong Chong Tee**, Chairman, Accounting and Corporate Regulatory Authority
- **Prof Tan Cheng Han, FSID**, Chairman, Singapore Exchange Regulation
- **Prof Walter Woon, FSID**, Former Attorney-General of Singapore

## 1400 From Startup to Listco: The PropertyGuru Group Journey

Founded in 2007, PropertyGuru Group has evolved its shareholding structure and board composition from startup to IPO. Hear from the independent chair and CEO on how they guided the company through the transition from founder-led to CEO-led to public company. And how they ensured the implementation of best practice governance at every stage. In this case study, gain practical insights into the realities of establishing a corporate framework that ensures the interests of all stakeholders while delivering exponential growth in Southeast Asia.

Moderator:

- **Ms Elaine Yew, FSID**, Senior Partner, Egon Zehnder

Panellists:

- **Mr Hari V Krishnan**, Chief Executive Officer & Managing Director, PropertyGuru Group
- **Mr Olivier Lim, FSID**, Chairman, PropertyGuru Group



## 1445 The Gold Standard for Governance in Nonprofits and Charities

Effective boards are needed to drive development of capacity and capability for the present and future of nonprofit organisations. Directors need to contend with risk identification and management, innovation and transformation, and board renewal and composition. Board and management need to be aligned and ensure good governance in order to fulfill their mission. What can we learn from these three healthcare/social charities?

Moderator:

- **Ms Theresa Goh, FSID**, Council member, Singapore Institute of Directors

Panellists:

- **Mr Arthur Lang**, Chairman, National Kidney Foundation
- **Mr Tim Oei**, Chief Executive Officer, National Kidney Foundation
- **Mr Jeffery Tan, MSID**, Chief Executive Officer, MINDSET Care
- **Mr Gregory Vijayendran, FSID**, Chairman, Prison Fellowship Singapore

## 1530 Leaving a Legacy Through Good Governance

Family ownership confers advantages on a business such as a long-term orientation, continuity in the manner the business is run, and stronger alignment of management and shareholder interests. Family-owned companies are also confronted with challenges which risk destroying shareholder value or even the business itself, particularly with succeeding generations. Corporate governance measures help mitigate against these risks and are often essential for sustained value creation and legacy preservation. This session will highlight the value of an effective Board and articulate best practices that family firms can adopt to institutionalise this core element of good corporate governance.

Moderator:

- **Dr Marleen Dieleman, MSID**, Peter Lorange Family Business Professor, IMD

Panellists:

- **Mr Victor Aerni**, Chief Executive Officer, Pictet Wealth Management Asia
- **Mr Richard Eu, FSID**, Group Chairman, Eu Yan Sang International
- **Ms Vivienne Lim**, Lead Independent Director, Far East Hospitality Trust

## 1615 Act Two

## 1620 Wirecard Whistleblower: Conviction to Do the Right Thing

Mr Pav Gill shares his first-hand experience as a whistleblower who exposed Wirecard, one of Europe's largest financial scandals. He provides insights into the challenges he faced in trying to uncover the truth and the risks he took in exposing the fraud. He will detail the emotional and psychological toll of being a whistleblower and the importance of having a support system in place. Mr Gill will discuss the role of whistleblowers in society and the need for greater protections and incentives for those who come forward. Ultimately, Mr Gill's story challenges directors to have the conviction to do the right thing.

Moderator:

- **Ms Anthea Ong**, Former Nominated Member of Parliament; Chairperson, WorkWell Leaders

Panellist:

- **Mr Pav Gill**, Wirecard Whistleblower; Founder & CEO - Confide™

## 1640 Dialogue with Guest-of-Honour

Moderator:

- **Ms Wong Su-Yen**, FSID, Chair, Singapore Institute of Directors

Panellist:

- **Mr Heng Swee Keat**, Deputy Prime Minister and Coordinating Minister for Economic Policies

## 1710 Happy Hour

# CLINIC

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## 1230 **How to Land Your First Board Seat**

Join us for an engaging and insightful session designed specifically for board directors aiming to enhance their board CV. In this interactive workshop, we will delve into the key elements and strategies essential for creating a compelling board CV that showcases your expertise, experience and value as a director.

Speakers:

- **Mr Danny Koh**, Managing Director, SEA, Spencer Stuart
- **Ms Malini Vaidya**, Consultant, Spencer Stuart

## 1330 **Navigating Crisis Communications for Directors**

**Mr Viswa Sadasivan**, Managing Consultant, Strategic Moves

Organisations face an ever-increasing risk of crises that can significantly impact their reputation, operations, and stakeholder trust. This dynamic teaser-session on crisis communication is designed specifically for leaders - board directors - who have the primary duty to steward the organisation through and out of the crisis. By doing the right thing and doing it right, leaders can help the organisation emerge stronger. Drawing from personal experience, ringside observation and insights from real-world crises, the facilitator will provide practical guidance in diagnosing, planning and communicating persuasively in a crisis. A 5-step toolkit will help board members and senior executives develop a collective reflex to deal with the flux. Daunting as it may appear, leaders will emerge more confident because of the clarity that comes from removing clutter.

## 1430 **LinkedIn Strategies for Directors**

LinkedIn, the world's largest professional networking platform, offers a wealth of opportunities for board directors to enhance their visibility and establish valuable connections. Attendees will leave this interactive session equipped with practical tips and strategies to establish a strong LinkedIn presence, share their thought leadership, and expand their professional network.

Speakers:

- **Ms Pooja Chhabria**, APAC Head of Editorial, LinkedIn
- **Mr Frank Koo, MSID**, Asia Head of Talent & Learning Solutions, LinkedIn



## 1530 Meet the Regulators

This interactive session provides an opportunity for board directors to engage with regulators from ACRA, SGX, the Office of the Commissioner of Charities and the Ministry of Manpower to get answers to questions weighing on their minds. For example, term limits for board directors, remuneration disclosures, sustainability reporting and disclosures, and the refreshed Code of Governance for Charities and IPCs.

Moderator:

- **Mr Adrian Chan, FSID**, Vice Chair, Singapore Institute of Directors; Head of Corporate, Lee & Lee

Panellists:

- **Ms Bong Yap Kim, FSID**, Senior Technical Director, Sustainability Reporting, Accounting and Corporate Regulatory Authority
- **Ms Kristy Ho Khui Keng**, Deputy Commissioner of Charities
- **Ms June Sim, FSID**, Head of Listing Compliance, Singapore Exchange Regulation
- **Mr Silas Sng**, Commissioner for Workplace Safety and Health

# CONVERSATION

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## 1230 Resigning from the Board

This session delves into the experiences and perspectives of a distinguished panel of board directors who made the consequential decision to resign from the boards they were serving on. Learn from their journeys, understand the factors that led to their resignations, and explore the implications for corporate governance and leadership. Each director will share their personal account of resigning from a board, discussing the circumstances, challenges and motivations behind their decisions.

Moderator:

- **Ms Rachel Eng, FSID**, Managing Director, Eng and Co. LLC

Panellists:

- **Mr Ang Miah Kiang**, Independent Director
- **Ms Isabella Huang-Loh**, Chairman, Singapore Environment Council
- **Mr Timothy Koh**, Board Member
- **Mr Kelvin Tan, MSID**, Independent Director

## 1330 Journeys to the Boardroom

This session will feature a distinguished panel of accomplished board members who will share their unique personal journeys to the boardroom. The panellists will delve into their individual paths, highlighting the challenges they faced, the lessons they learned, and the strategies they employed to reach their esteemed positions. Their stories will resonate with attendees as they discuss the pivotal moments, turning points, and the hard work required to succeed as board directors, making this session a must-attend for anyone aspiring to excel in corporate governance.

Moderator:

- **Mr Unmish Parthasarathi, MSID**, Founder & Executive Director, Picture Board Partners

Panellists:

- **Mr Abu Bakar**, Chairman, M Kapital Holdings
- **Ms Anita Fam, FSID**, President, National Council of Social Service
- **Ms Grace Ho, MSID**, Independent Director, MTQ Corporation
- **Ms Kay Pang, MSID**, Independent Director, Nera Telecommunications

## 1430 My Toughest Challenge: Member Stories

This session will see board directors each recount one challenging moment faced during their board career. They will share how they navigated complexities, weighed options, and arrived at a resolution. Panellists will offer personal insights on how they harnessed resilience, adaptability and innovation in the face of adversity. They will delve into the dilemmas and considerations they faced, shedding light on the complex dynamics of boardroom dynamics, ethical dilemmas and the pursuit of effective corporate governance.

Moderator:

- **Dr Ann-Maree Moodie, MSID**, Managing Director, Governance Australia & Asia

Panellists:

- **Mr Robert Chew, FSID**, Board Director
- **Ms Kuan Li Li, MSID**, Non-Executive Director
- **Mr Till Vestring, FSID**, Non-Executive Director

## 1530 Navigating Global Governance: Insights from Serving on International Boards

This session offers a glimpse into the dynamic world of global governance and also serves as a source of inspiration and guidance for those aspiring to serve on international boards. Panellists will share their experience tackling cross-border regulatory dynamics, building global networks, strategic oversight in global contexts, cultural sensitivity and board dynamics, navigating diverse ethical landscapes, and more.

Moderator:

- **Mr Philip Forrest, FSID**, Council member, Singapore Institute of Directors

Panellists:

- **Ms Jill Lee**, Non-Executive Director, Schneider Electric
- **Ms Margaret Lui**, Independent Non-Executive Director, LendLease; Chief Executive Officer, Azalea Investment Management
- **Mr Kai Nargolwala, FSID**, Non-Executive Independent Director
- **Ms Ooi Huey Tyng**, Independent Director, Maxis Berhad; AIG Asia Pacific



# FIRESIDE DISCUSSION

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1230

## What it Takes to be an Effective Director of a High Growth Venture: Investor, Founder and Director Perspectives

Gain an understanding of the responsibilities and expectations that come with being a high growth venture board director and explore how this role differs from traditional corporate board positions. Discover the criteria investors consider when selecting board directors. Hear from a successful founder who has experienced the impact of effective board leadership firsthand. Discover what it takes for an external director to adapt his/her expertise to the unique challenges and opportunities of companies that are scaling up.

Moderator:

- **Mr Reza Behnam, MSID**, Chief Executive Officer and Founder, Digital Direction

Panellists:

- **Mr Ray Ferguson**, Board Chairman & Independent Non-Executive Director, Singlife
- **Ms Aliza Knox, MSID**, Non-Executive Board Director
- **Ms Koh Soo Boon**, Founder & Managing Partner, iGlobe Partners
- **Mr Ross Veitch, MSID**, Chief Executive Officer & Co-Founder, Wego

1330

## What Every Charity Director Needs to Know

Effective governance plays a crucial role in driving impactful change for nonprofit organisations. However, despite the best intentions and dedication of board directors, there are often critical aspects of charity management that go unnoticed or uncommunicated. The session aims to shed light on the often-overlooked aspects of charity management that may not be fully communicated to board members, creating a knowledge gap and potential challenges for effective governance.

Moderator:

- **Dr Fermin Diez, FSID**, Senior Consultant, National Council of Social Service

Panellists:

- **Mdm Hazlina Abdul Halim**, President, Persatuan Pemudi Islam Singapura; Chief Executive Officer, Make-A-Wish Singapore
- **Ms Chong Siak Ching, FSID**, Chief Executive Officer, National Gallery
- **Mr Augustin Lee, MSID**, Chairman, Movement for the Intellectually Disabled of Singapore (MINDS); Chief Executive Officer, Central Provident Fund Board
- **Ms Kim Underhill**, Immediate Past President, Daughters of Tomorrow

## 1430 Transformation of Family Business: Family and Non-Family Perspectives

This session examines the challenges and opportunities in achieving transformation of family-owned enterprises while preserving their unique values and legacy. Through the lens of family businesses that have navigated similar journeys, this dialogue explores key issues including the dynamics between family and non-family Chairs and CEOs, governance structures, talent management and succession planning. The session uncovers the success factors leading to a new era of adaptability and enduring success for family businesses.

Moderator:

- **Dr Marta Widz**, Founder, Family Silver Institute; Affiliated with INSEAD, University of Vermont, Stewardship Asia Center

Panellists:

- **Mr Per Magnusson, MSID**, Group Chief Executive Officer, Jebsen & Jessen Group
- **Mr Laurence W. Odfjell**, Chair, Odfjell
- **Mr Micheal Tan, MSID**, Independent Director and Non-Executive Chairman, Marco Polo Marine

## 1530 Learning from Major Cyber Attacks

In today's interconnected digital landscape, cyber attacks pose significant risks to organisations of all sizes and sectors. This session will present real-world case studies, discussing notable cyber attacks and their implications for organisations. The discussion will delve into the challenges and vulnerabilities faced, the financial and reputational damages incurred and the lessons learned from managing such incidents. Some have experienced cyber attacks, and for others it's just a matter of time. Coming together to learn and share makes us all better able to manage similar attacks in the organisations we lead.

Moderator:

- **Mr Foo Siang-tse**, Senior Partner, Cyber, NCS

Panellists:

- **BG Edward Chen**, Defence Cyber Chief
- **Mr Bruce Liang**, Former Chief Executive Officer, Integrated Health Information Systems
- **Ms Poh Mui Hoon, FSID**, Independent Director; Council member, Singapore Institute of Directors

# DEEP DIVE

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## 1230 **Getting Board Ready on ESG: Turning 2030 Targets into Triumphs**

Whether it's meeting mandatory climate-related disclosures or making headway on 2030 targets, the time for real action on ESG is now. Boards are being challenged like never before to identify, aim and strike a bullseye on climate targets. Yet the complexity and uncertainty of climate risks, lack of consistent reporting standards and the need for cross-functional data have boards struggling to get what they need, when they need it, to effectively execute their duties. During this session we explore how boards and sustainability teams can work better together to turn ESG targets into triumphs and improve the mission and margin of their organisation.

Moderator:

- **Ms Ambili Nair**, Senior Director, Marketing, Diligent

Speaker:

- **Mr Jozsef Acabo**, Regional Sales Director, Diligent

## 1330 **The Director's Playbook: Cyber Security and PDPA Risk Management**

**Mr Hoi Wai Khin**, Partner & Deputy Industry Lead - Technology, Media & Telecommunications Practice, RSM

With the many high-profile data breaches in recent years, cyber risk has become a corporate governance issue for boards. In the latest revised Technology Risk Management (TRM) Guidelines, the Monetary Authority of Singapore (MAS) has made the board and senior management more accountable for managing technology and cyber risks. Cyber security has moved from the server room to the board room, and must be handled as a strategic enterprise risk, not just an IT risk. From emerging trends to proven strategies, modern digital tools and available government initiatives, find out how best you can proactively manage cyber risks and ensure continuous cyber resilience.

## 1430 **Empowering Enterprises: Unleashing Innovation with 5G**

**Mr Dennis Wong**, Vice President, Enterprise 5G & Platforms, Singtel

In a world driven by technology, the potential of 5G goes beyond faster downloads. We delve into the ground-breaking realm of Enterprise 5G, where innovation takes centre stage. This presentation showcases how 5G technology acts as a catalyst by paving the way for revolutionary applications that transform how enterprises operate, communicate and create value. Discover how 5G empowers enterprises to break barriers, unleash innovation and redefine the possibilities for a connected future.

## 1530 **Building Resilience in a Time of Permacrisis**

**Mr Jayme Metcalfe**, Partner, Digital Solutions, PwC Singapore

In a world where disruption has become the status quo, operational resilience (OpRes) has become a core competitive advantage. Amid geopolitical turmoil, cyber attacks, macroeconomic uncertainty, and environmental and societal changes, organisations whose leaders recognise the importance of investing in resilience will be best positioned to thrive. Find out where organisations are investing to fortify resilience and how they can set themselves up for success in a state of permacrisis.



# CHARITY PITCH & MATCH

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At this elevator pitch session, charity organisations will make an appeal for directors to join their boards to help them raise their level of governance and shape their future to sustain their efforts in making a social impact.

- 1250**      **National Kidney Foundation (NKF)**
- 1310**      **ItsRainingRaincoats**
- 1330**      **Maya Dance Theatre/Diverse Abilities Dance Collective (DADC)**
- 1350**      **Suncare SG**
- 1410**      **Singapore Disability Sports Council (SDSC)**
- 1430**      **The Private Museum**
- 1450**      **The TENG Company Ltd**
- 1510**      **Counselling and Care Centre**
- 1530**      **LOVE, NILS**
- 1550**      **Singapore Repertory Theatre**

## POST-CONFERENCE LEARNING JOURNEY

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### **Learning Journey with Accenture, 7 November 2023**

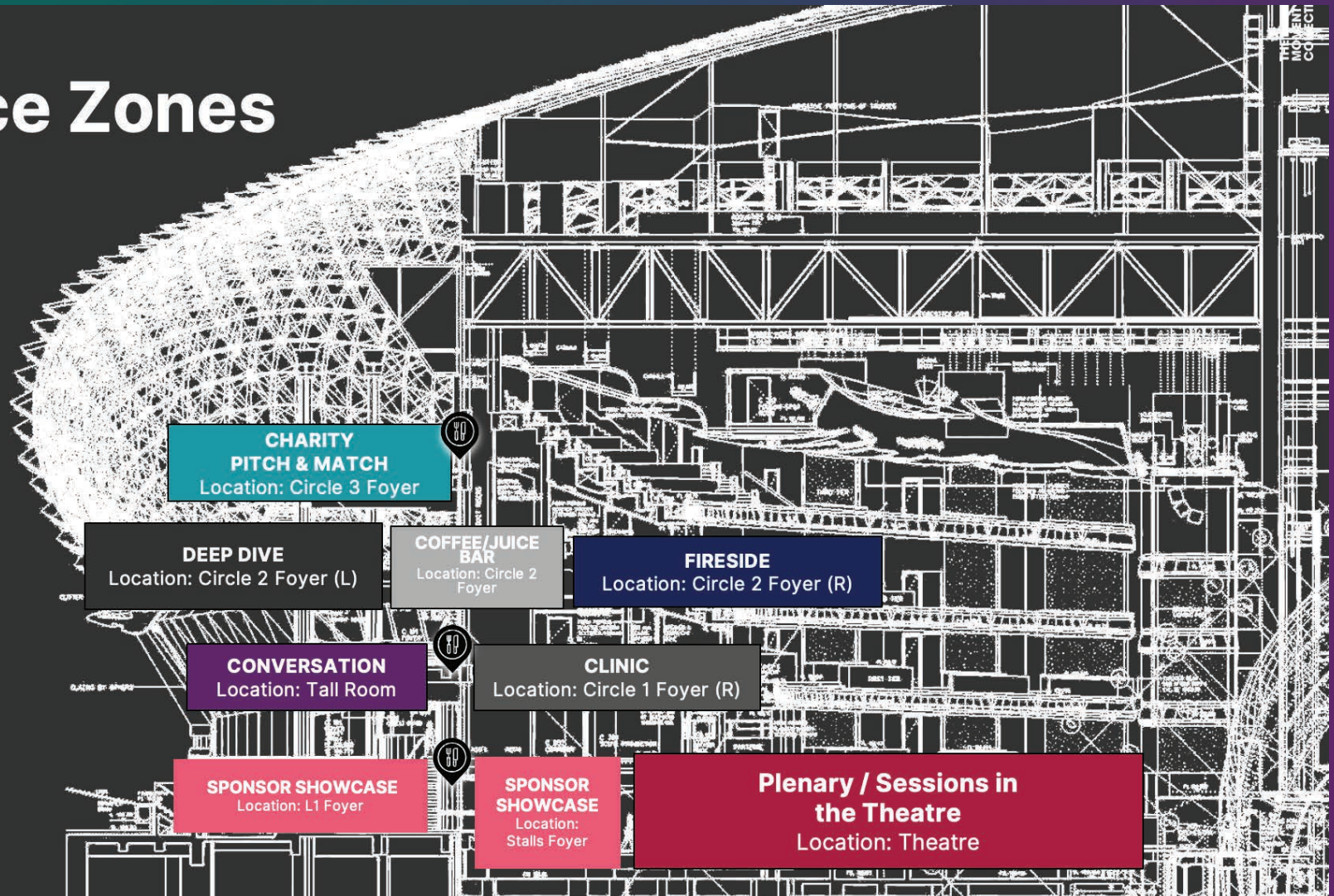
Join us on a Generative AI learning journey at Accenture Innovation Studio.  
More details will be shared after the SID Directors Conference.

# CONFERENCE LAYOUT



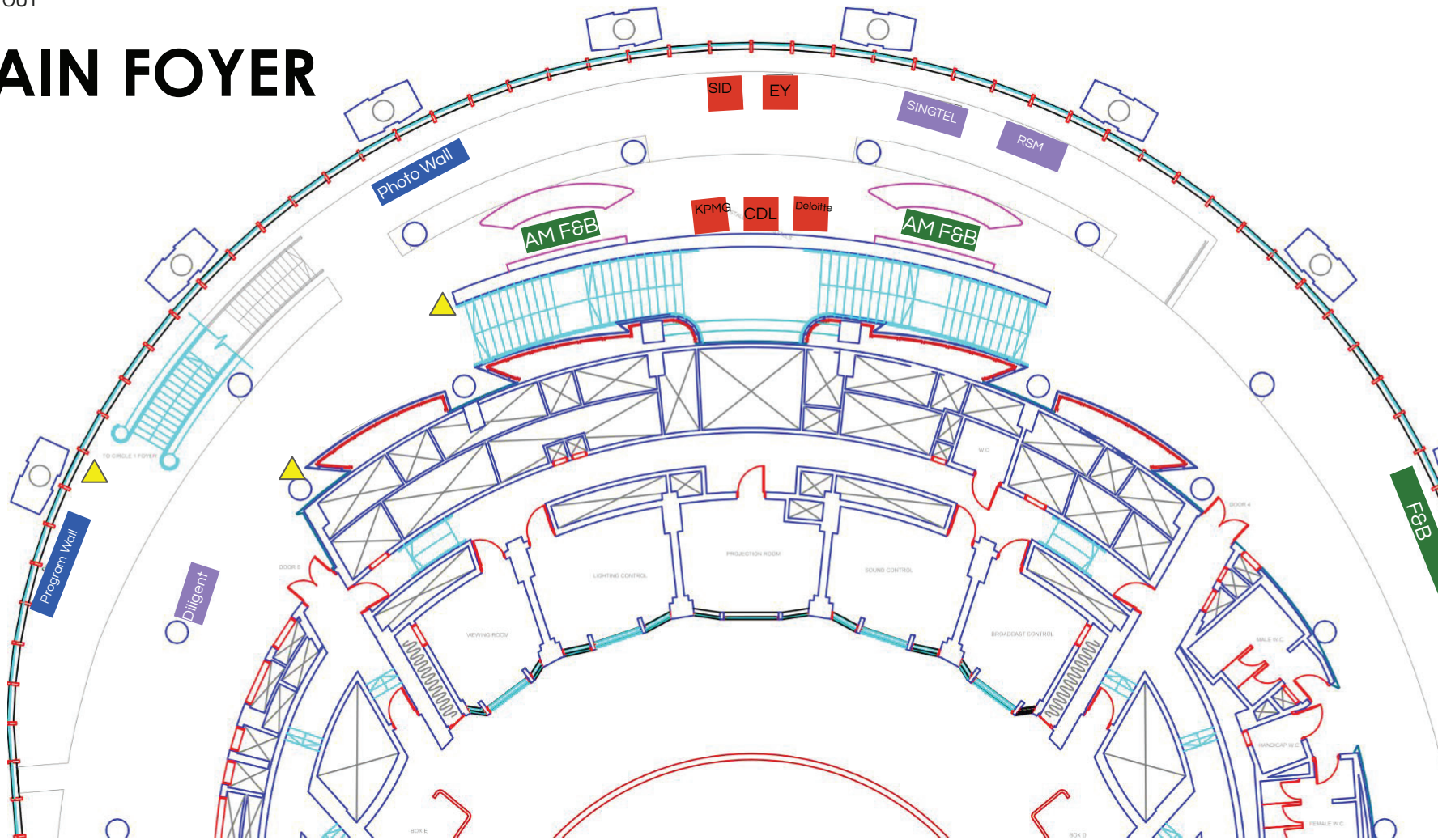


# Conference Zones



EVENT LAYOUT

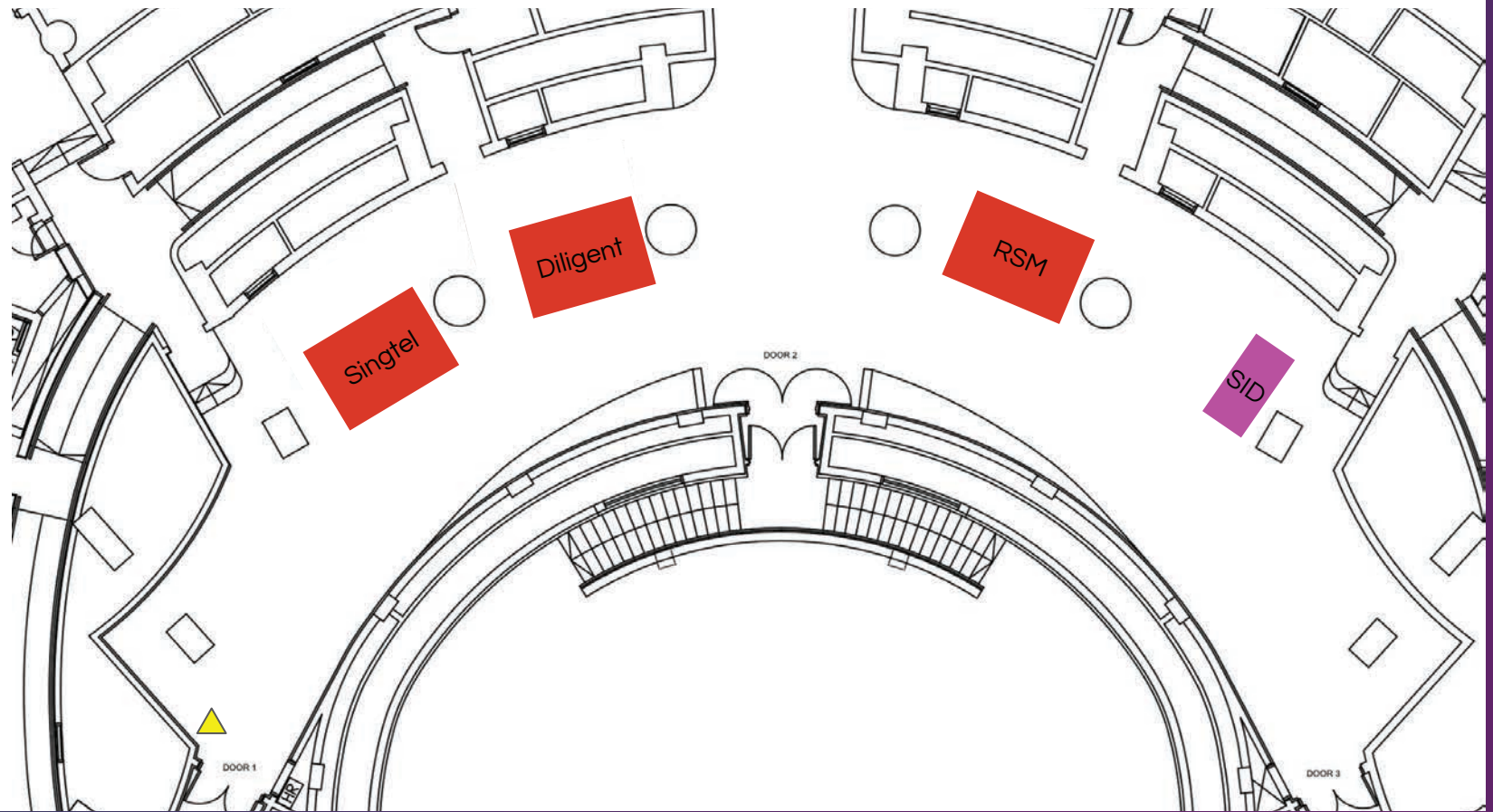
# MAIN FOYER



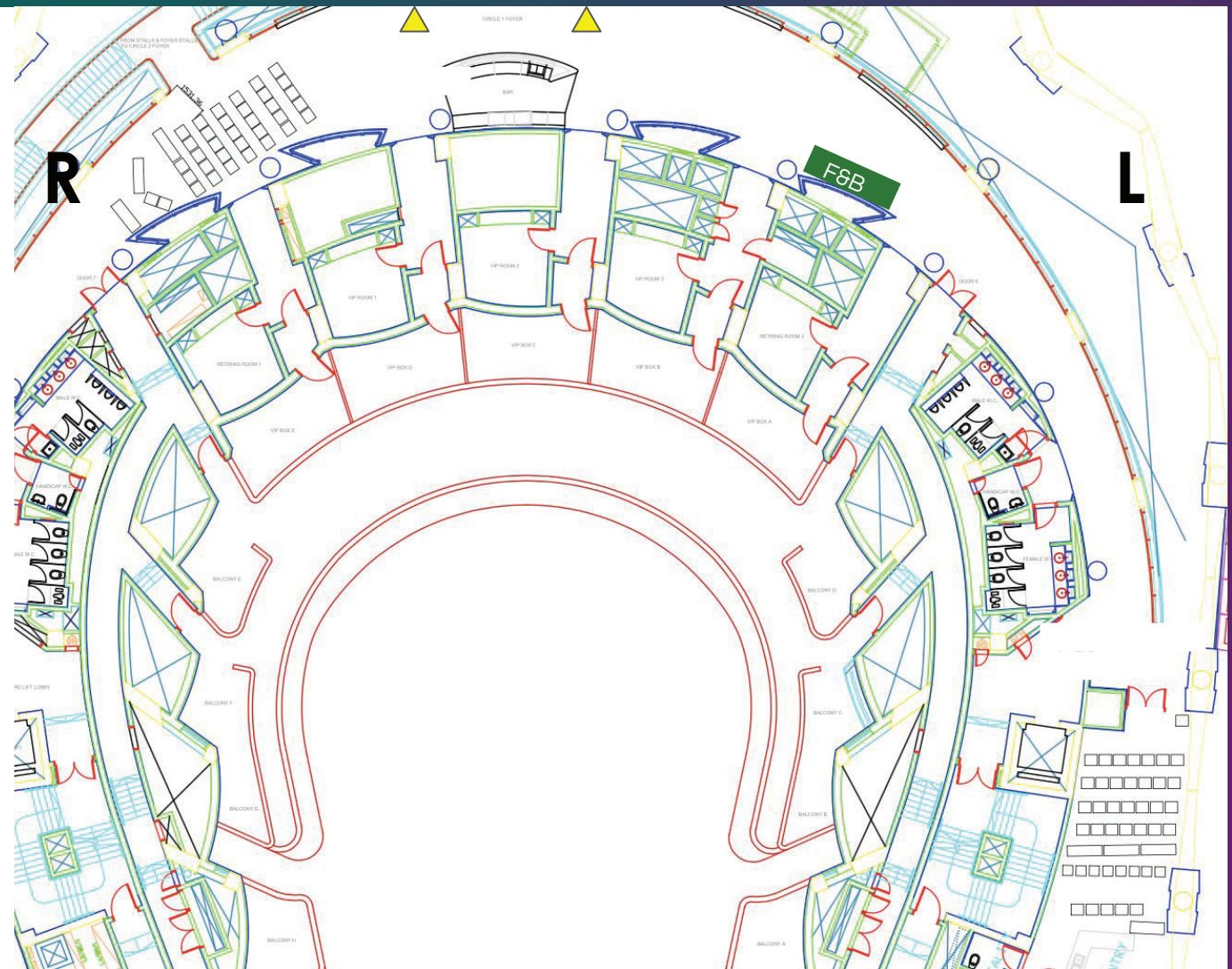


EVENT LAYOUT

# FOYER STALLS

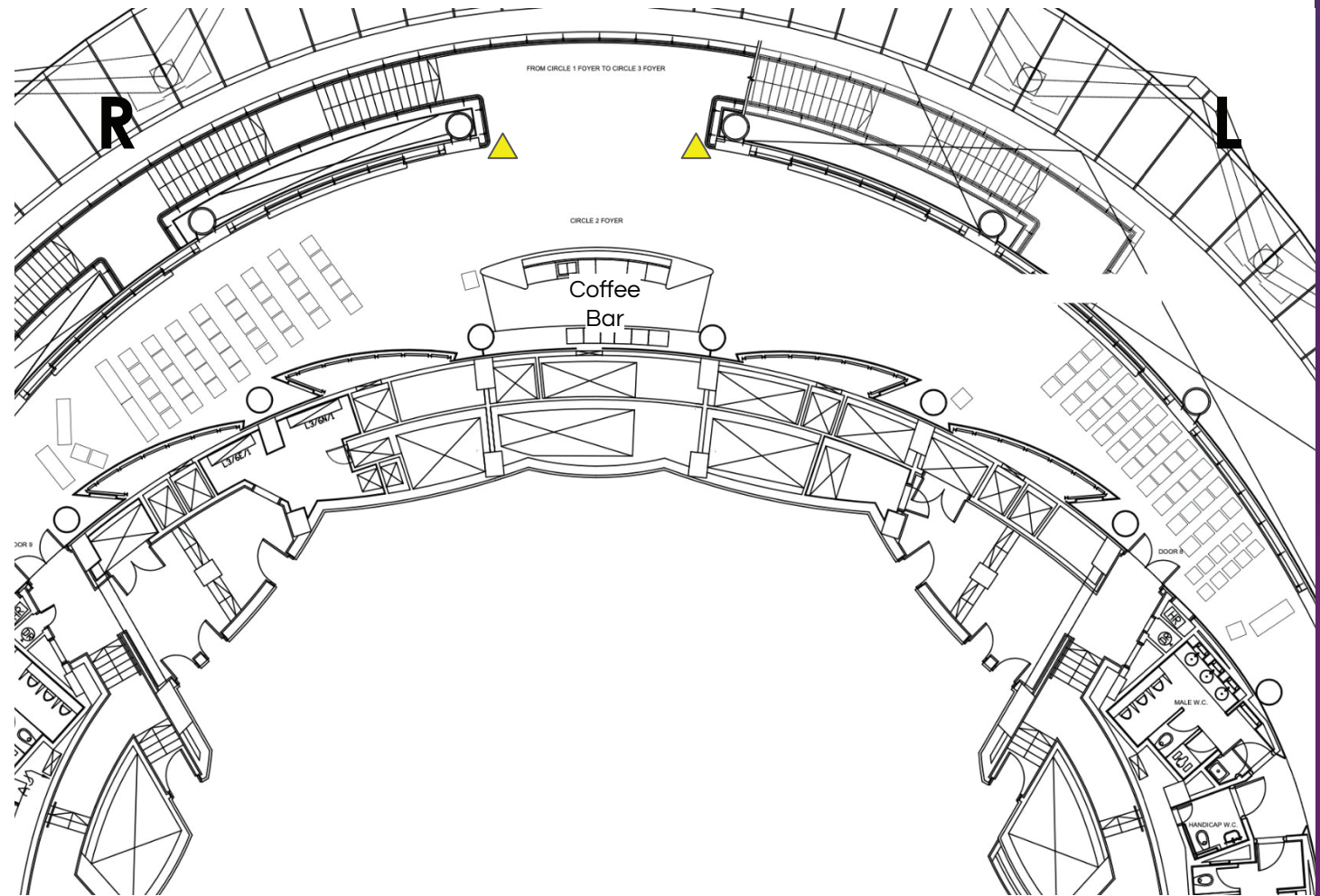


# CIRCLE 1

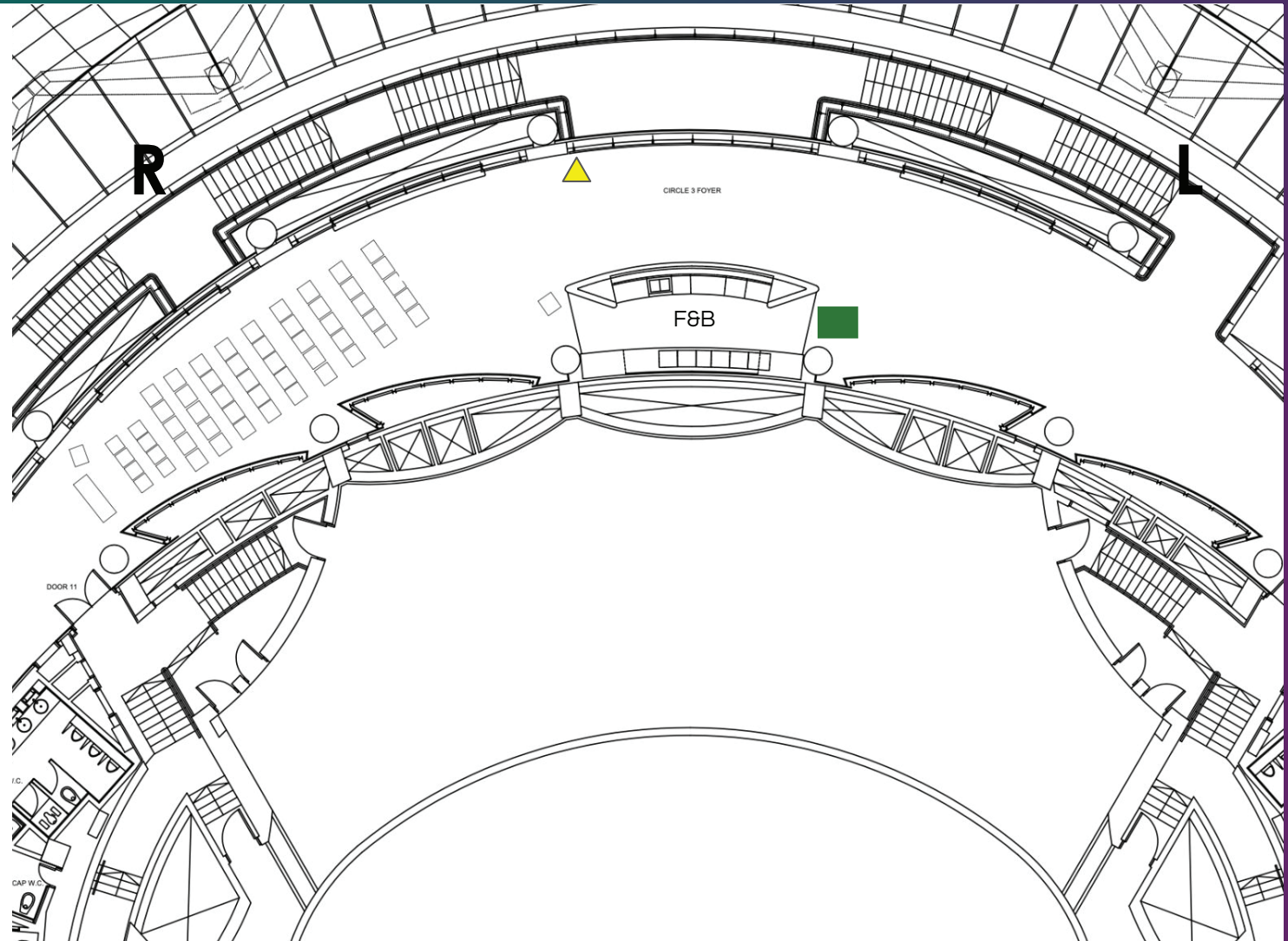




# CIRCLE 2



# CIRCLE 3





# **SPEAKERS PROFILES**



# SPEAKERS

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## *Guest-of-Honour*

### **Heng Swee Keat**

**Deputy Prime Minister and Coordinating Minister for Economic Policies**

DPM Heng Swee Keat chairs the tripartite Future Economy Council which oversees the on-going restructuring of Singapore's economy – through skills upgrade and industry transformation – to create better career prospects for workers. He is also the Chairman of the National Research Foundation, which sets the direction for Singapore's research, innovation and enterprise (RIE) strategies. In addition, Mr Heng is a Director on the GIC Board, and is a member of the GIC Investment Strategies Committee. He was also Minister for Finance from 2015 to 2021.



### **Hazlina Abdul Halim**

**President, Persatuan Pemudi Islam Singapura | Chief Executive Officer, Make-A-Wish Singapore**

Mdm Hazlina Abdul Halim is President of the Singapore Muslim Women's Association (PPIS), an organisation dedicated to inspiring women and strengthening families. Under her leadership, PPIS launched its research publication on the Aspirations of Muslim Women, built Singapore's first secular Halfway House for females, launched a post-graduate scholarship for women in partnership with LBKM, and developed a new initiative called Women Space. Mdm Hazlina is also the Chairwoman of Oaks Plus Limited which manages nine early childhood education centres. Her other appointments include Director at the Singapore Business Federation Foundation and Yayasan MENDAKI. She is also a Community Chest member. In 2023, she received the Community Cares Awards from MSF for her service. Mdm Hazlina is the Chief Executive Officer of Make-A-Wish Foundation Singapore, granting the wishes of children with critical illness.



### **Jozsef Acabo**

**Regional Sales Director, Diligent**

Mr Jozsef Acabo is an experienced sales leader with both technical and business background. He has a degree in Information Technology with several post-degree certificates in Design Thinking and Technology Entrepreneurship from the University of Virginia Darden Business School and Harvard.





### **Victor Aerni**

**Chief Executive Officer, Pictet Wealth Management Asia**

Mr Victor Aerni is an Equity Partner of the Pictet Group and was appointed CEO of Pictet Wealth Management (PWM) Asia in 2023. Before this, he was the Zone Head responsible for German speaking Switzerland at PWM, while also overseeing the PWM Zurich office covering multiple markets in Europe and Asia. During his tenure, he developed Pictet into a leading wealth manager in the German-speaking part of Switzerland. Prior to joining the firm, he was at the Boston Consulting Group for 16 years. His management consulting activities covered banking in Switzerland as well as the global private banking and wealth management businesses. He has a degree in International Business and Economics from Sophia University, Tokyo, where he lived for four years. He speaks fluently Spanish (mother tongue), German, English, French, Italian and Japanese.



### **Charlie Ang**

**Head, Strategic Futures and Innovation, SPH Media**

Mr Charlie Ang is a Digital Futurist, Innovation Strategist and Keynote Speaker. In his role as Head, Strategic Futures and Innovation at SPH Media, he is futuring, strategising and innovating its next lap of digital transformation. Mr Ang plays at the crucial intersection of futures, strategy, innovation, technology, and culture, preparing organisations and leaders to win in the Fourth Industrial Revolution, Metaverse and Web 3.0 era. He has been featured in international and Asian media such as BBC, National Geographic, Financial Times, The Straits Times, The Telegraph, Al Jazeera, Asian Scientist, Channel NewsAsia and others.



### **Justin Ang, MSID**

**Council member, Singapore Institute of Directors**

Mr Justin Ang is Assistant Chief Executive at Infocomm Media Development Authority (IMDA) responsible for Media, Innovation, Communications & Marketing. In this role, he establishes strategic partnerships with key technology and media players as well as government agencies to grow Singapore's infocomm and media ecosystem and capabilities. He is also responsible for developing and implementing strategies to drive innovation and strengthen IMDA's strategic communications positioning. He was previously Deputy Group Chief Commercial Officer at True Corporation in Thailand, and also spent a number of years as Head and Vice President of Product at StarHub as well as Apple's Head of Carrier Strategy and Business Development for SEA & South Asia.



### **Ang Miah Kiang** Independent Director

Mr Ang Miah Kiang has over 20 years of experience in the SME financing business, having held the position of Managing Director of GE Commercial Financing (Singapore), formerly known as Heller Financial. He was also concurrently regional director for GE Capital's related businesses in Asia Pacific. After stepping down in 2004, he has served on the boards of over 10 listed companies as independent director, often as Lead ID and Audit Committee Chairman. These companies were in various industries e.g. retail, manufacturing, marine & shipping and oil & gas sectors, including companies with operations based overseas. He has also served on boards of government-owned companies involved in startup investments and education. He advises businesses in areas of strategic development, M&A and business transformation.



### **Abu Bakar** Chairman, M Kapital Holdings

Mr Abu Bakar Mohd Nor is the Chairman of M Kapital Holdings, Fin (S.E) Asia, Forward Energy Renewables, Forward Energy Resources and Vizzio Technologies. He is also board member for Workstation, BDx Holdings and BDx Asia Data Centre, and Global Investment Ambassador for Guangdong-Macau In-Depth Cooperation Zone in Hengqin. Mr Bakar is also a member of the Board of Trustees of the Singapore Institute of Technology University, board member for PUB, SMRT, MUIS and MPA Singapore. He is also a board member of Malaysia-Singapore Railway Transport Operations and Meranti Power. Concurrently, he is President of Singapore Malay Chamber of Commerce & Industry, Chairman of Workplace Safety Health Council, Chairman of Citizens Consultative Community for Tampines Central and Advisory member of Pro-Enterprise Panel. Mr Bakar also serves in the Ministry of Defence and is a Senior Officer Mentor, member of the Employer and Business for the Advisory Council on Community Relations in Defence and member of External Review Panel on SAF Safety.



### **Reza Behnam, MSID** Chief Executive Officer and Founder, Digital Direction

Mr Reza Behnam has a track record in venture building and scaling across both startups and large enterprises. A 30-year veteran in business and innovation, he entered the APAC region 17 years ago, when he led Yahoo!'s original expansion into Southeast Asia, launching products and services in six countries and crafting the foundational investment plan for the region. He transitioned into a venture partner role at IDG Ventures, before founding, launching and exiting some of his own startups: adzcentral and CtrlShift. In 2019, he was appointed CEO and Director of Taskworld, and is also CEO and Founder of Digital Direction.





### **Bong Yap Kim, FSID**

Senior Technical Director, Sustainability Reporting Office,  
Accounting and Corporate Regulatory Authority

Ms Bong Yap Kim oversees Accounting and Corporate Regulatory Authority (ACRA)'s Sustainability Reporting Office. The office is set up to develop a roadmap for wider implementation of sustainability reporting for companies incorporated in Singapore, including the development of reporting and assurance standards. It also drives the sustainability efforts within ACRA. She is a Fellow of the Institute of Singapore Chartered Accountants and the Singapore Institute of Directors. She represents ACRA in the Advisory Committee on Accounting Standards for Statutory Board and Singapore Standards Council.



### **Adrian Chan, FSID**

Vice Chair, Singapore Institute of Directors | Head of  
Corporate, Lee & Lee

Mr Adrian Chan is Head of Corporate at Lee & Lee and Vice Chair of SID. He serves on the Legal Service Commission and previously served on the board of the Accounting and Corporate Regulatory Authority. He is an independent director on the boards of several listed companies on the Singapore Exchange and serves on the SGX Catalist Advisory Panel to review Catalist Sponsor and Registered Professional applications. He is a Council Member of the Law Society of Singapore and co-chairs the Corporate Governance and Regulations Interest Group of the Singapore International Chamber of Commerce. He has also been appointed to Singapore Management University's Enterprise Board.



### **Edward Chen**

Defence Cyber Chief

BG Edward Chen assumed the appointment of Defence Cyber Chief in November 2022. Commissioned as a Signals Officer, BG Chen has held several key appointments in the Singapore Armed Forces (SAF), including Assistant Chief of the General Staff (Intelligence), Commander Cyber Defence Group and most recently Commander SAF C4 Command/Cyber Security Task Force. He was also previously the Chief Information Officer of the SAF, spearheading Defence digitalisation and cloud transformation. BG Chen is passionate about youth development and grooming the next generation of cyber talent for the country. He serves on the Institute of Technical Education (ITE) Board, Singapore Computer Society Exco and the NUS School of Computing Industry Advisory Committee.



### **Robert Chew**

Board Director

Mr Robert Chew serves on the boards of the Health Sciences Authority, Singapore University of Technology and Design, Singapore Mediation Centre and Agency for Integrated Care. He is also a board member of tech companies – Assurity (Chairman), CloudSine and StaffOnDemand. He was previously a partner in Accenture, leading the Strategy practice in Southeast Asia and the Telecommunications & High-Tech practice in Singapore. He serves on the boards of nonprofit organisations Kwong Wai Shiu Hospital, Shared Services for Charities, Singapore Hospice Council (Chairman), Tan Kah Kee Foundation and WeCare. Mr Chew is a Fellow of SID and the Singapore Computer Society.



**Pooja Chhabria**  
APAC Head of Editorial, LinkedIn

Ms Pooja Chhabria has been with LinkedIn for the last 11 years in multiple roles across both B2B and B2C sides of the business with experience in marketing, digital media and content ecosystems. She is currently leading the editorial team in the Asia Pacific region across Australia, India and Singapore. Her team is on a mission to be the voice of the global workforce through news, ideas and community on LinkedIn. Her team of editors and creator managers create, curate and circulate business and professional content with a growing focus on supporting professionals to build their voice and grow their community on the platform.



**Desmond Chin**  
Commissioner of Charities

Mr Desmond Chin was appointed Commissioner of Charities on 1 November 2020. He also serves as the Executive Director of the Registry of Cooperative Societies and Mutual Benefit Organisations. He was previously the Commissioner of Prisons and held several key positions in the Ministry of Home Affairs, among them as Head, Joint Operations and Emergency Planning, Deputy Commissioner of Prisons and Chief-of-Staff. He also served as the Chief Executive Officer of the Singapore Corporation of Rehabilitative Enterprises from 2005 to 2010. He was awarded the Public Administration Medal (Gold) in 2020.



**Chong Siak Ching**  
Chief Executive Officer, National Gallery

Ms Chong Siak Ching is Chief Executive Officer of National Gallery Singapore and Head of the Visual Arts Cluster (VAC). The VAC comprises the Singapore Art Museum, Singapore Tyler Print Institute and National Gallery Singapore. She was President and CEO of Ascendas Group (2001 to 2013) and Outstanding CEO of the Year in the Singapore Business Awards 2009. Ms Chong chairs the Yong Siew Toh Conservatory of Music and is a board member of the University of the Arts Singapore, Yale-NUS College and Mandai Parks. She is Singapore's Non-Resident Ambassador to the Republic of Chile and was conferred the rank of Chevalier de l'Ordre des Arts et des Lettres by the French Ministry of Culture in 2020.



**Winston Chow**  
Associate Professor of Urban Climate and Lee Kong Chian  
Research Fellow, College of Integrative Studies, SMU | Co-  
Chair, Working Group II, Intergovernmental Panel on Climate  
Change (IPCC)

Dr Winston Chow is an Associate Professor of Urban Climate and Lee Kong Chian Research Fellow based at Singapore Management University's (SMU) College of Integrative Studies. Since 2017, he has been Principal Investigator for the multi-institute Cooling Singapore Initiative dedicated to developing solutions to address the urban heat challenge in Singapore. In July 2023, he was elected Co-Chair, Working Group II of the Intergovernmental Panel on Climate Change (IPCC). The IPCC is the United Nations body informing 195 governments about the state of climate change knowledge by assessing all relevant scientific literature on the subject. At SMU, Dr. Chow teaches undergraduate classes on climate change and sustainability issues, as well as executive courses on climate change, finance and governance with the Singapore Green Finance Centre.





### **James Crabtree**

**Executive Director, International Institute for Strategic Studies (IISS)**

Mr James Crabtree plays a leading role in organising the annual IISS Shangri-La Dialogue and Fullerton Forum: The Shangri-La Sherpa Meeting, as well as the Fullerton Lecture series. He also leads the growing research team in Singapore focusing on the Asia-Pacific and contributes to IISS publications. He was previously an Associate Professor of Practice at the Lee Kuan Yew School of Public Policy and FT Mumbai bureau chief. He also worked as a senior policy adviser in the UK Prime Minister's Strategy Unit under Tony Blair and Gordon Brown. He was educated at Harvard and the London School of Economics. His book, *The Billionaire Raj* was shortlisted for the FT/McKinsey book of the year.



### **Marleen Dieleman, MSID**

**Peter Lorange Family Business Professor, IMD**

Dr Marleen Dieleman holds the Peter Lorange Chair in Family Business at IMD. Her research focuses on governance, strategy, internationalisation, innovation and transformation of emerging market enterprises, in particular, in family business groups. She is an award-winning teacher, a frequently invited speaker and panellist at conferences, and has worked with numerous Asian family firms as a consultant and board member. Dr Dieleman has published widely on the strategy and governance of Asian family business groups, including books, book chapters, teaching cases and articles in academic journals. She obtained a MSc degree from Rotterdam School of Management and a PhD from Leiden University, both in The Netherlands. Before joining IMD in 2023, she was an associate professor at NUS Business School in Singapore.



### **Fermin Diez, FSID**

**Senior Consultant, National Council of Social Service**

Dr Fermin Diez has advised multinationals, local companies and public sector organisations at the board and C-Suite levels in human resources (HR)-related areas. He was formerly Senior Partner, Mercer in Asia Pacific and Deputy CEO and Group Head of Sector Capability and Transformation for Singapore's National Council for Social Service. He is also an Adjunct Professor at NUS, SMU and NTU. Dr Diez has served on the boards of Jurong Health Systems and Children's Cancer Foundation, and the advisory boards of SMU Business School, Taylor's Education Group and WorldatWork. He is a board member of Singapore Human Resources Institute and Dean of HR Education at Institute of HR Professionals where he was a former board member.





**Rachel Eng, FSID**  
Managing Director, Eng and Co. LLC

Ms Rachel Eng is the Founder and Managing Director of Eng and Co. LLC, a Singapore law firm which is part of the network of member firms of PricewaterhouseCoopers International Limited. She is a corporate lawyer with more than 30 years of experience, focusing on corporate M&A, corporate advisory, corporate governance, ESG and listings work. Ms Eng is a board member of the Central Provident Fund Board and Jurong Town Corporation. She is a Singapore country representative to the ASEAN Business Advisory Council and a member of the Appeals Panel of Abu Dhabi Global Market. She is a council member of the Singapore National Employers Federation and a member of the SGH Health Development Fund, part of the SingHealth Fund. At the point of establishing her law firm, Ms Eng stepped down from the boards of Olam International Limited, StarHub Limited and SPH REIT Management, manager of SPH REIT.



**Richard Eu, FSID**  
Group Chairman, Eu Yan Sang International

Mr Richard Eu is the Group Chairman of Eu Yan Sang International (EYSI). Since 1989, he has overseen the general corporate development and management of EYSI until his retirement as Group Chief Executive Officer in 2017, assuming the role of Group Chairman. Under his leadership, EYSI has grown its footprint from six to over 200 retail stores and clinics in the region. EYSI is today a leading consumer health and wellness company with a unique heritage in Traditional Chinese Medicine. Mr Eu also sits on various boards, including nonprofit organisations and publicly listed companies.



**Anita Fam, FSID**  
President, National Council of Social Service

Ms Anita Fam, a former lawyer, is a full-time volunteer who has been involved in the social service sector for more than 20 years, in the areas of disability, palliative care, healthcare and mental health. Ms Fam serves as President of the National Council of Social Service and Vice Chairman of the Board of Visiting Justices and Board of Inspection. She sits on various boards and committees including the Institute of Mental Health, Lien Foundation and SG Cares Steering Committee. She has supported many social causes both in terms of time as well as with personal donations. She was conferred the Public Service Star (Covid-19) in 2021, the Public Service Star in 2014 and the Public Service Medal in 2008 for her work in the community.



**Ray Ferguson**  
Board Chairman & Independent Non-Executive Director,  
Singlife Holdings

Mr Ray Ferguson is an international banker, business leader, adviser and board director/chairman. With a career in banking across five continents in senior leadership roles at Standard Chartered and Bank ABC, Mr Ferguson has a portfolio of financial, technology, property and sustainability orientated board and investment interests in Europe and Asia. He is Chairman of Singlife Holdings (a merger between Aviva and Singlife), ZEN Yachts and STACS (a digital platform that helps companies with tech-driven solutions for ESG goals). He is also a non-executive director at Paragon REIT, a Temasek-linked SGX-listed real estate investment trust.



**Foo Siang-tse**  
Senior Partner, Cyber, NCS

Mr Foo Siang-tse is Senior Partner of Cyber for NCS, leading the cyber security business and driving its growth regionally. He is also responsible for internal cyber security functions across NCS, with extensive experience in IT, security and operations. Prior to joining NCS, he was a Managing Director at Temus, a digital transformation platform jointly formed by Temasek and UST. Before that, Mr Foo held key leadership positions in Certis Group (Group Chief Information Security Officer), Quann Asia Pacific (CEO) and in various Singapore government ministries. He had also served in the Administrative Service of the Singapore Government, where his last appointment was Senior Director in the Ministry of Home Affairs. He currently serves on the boards of Singapore LNG Corporation and Omnibridge Holdings and is a member of the Young Presidents' Organisation. He graduated from the University of Cambridge and holds post-graduate degrees from Stanford University and Stanford University Graduate School of Business.



**Philip Forrest, FSID**  
Council member, Singapore Institute of Directors

Mr Philip Forrest has lived in the ASEAN region since 1982, and in Singapore since 1991. He is a non-executive director of several (mostly Australia-linked) companies in the region, and sits on the advisory boards of James Cook University Singapore Campus and Australian Alumni Singapore. He has also served on the council of the Singapore Business Federation, the boards of the Australian Chamber of Commerce (former president) and the British Chamber of Commerce, and the council of the Association of Banks in Singapore. He was previously Asia Head for ANZ Bank, with responsibility for the bank's activities in 11 countries from Japan to Indonesia. He also spent 15 years with Citibank in five countries. In June 2022 he was appointed a Member (AM) of the Order of Australia within Australia's honours system.



**Anil Gaba**  
Professor of Decision Sciences, INSEAD

Prof Anil Gaba is the ORPAR Chaired Professor of Risk Management and Professor of Decision Sciences at INSEAD. He is also the Academic Director of Centre on Decision Making and Risk Analysis at INSEAD. He was Dean of Faculty INSEAD (2006-2009), and Dean of Faculty and Research INSEAD Asia Campus (2002-2006). He was part of the pioneer faculty group from the Europe Campus for the establishment of the INSEAD Asia Campus in Singapore. His research is in the area of assessment and use of subjective information, and analysis of decisions under risk and uncertainty. His research has appeared in several academic journals such as *Management Science*, *Operations Research*, *Marketing Science*, *International Journal of Forecasting*, and *Journal of Risk and Uncertainty*. He teaches in the MBA, PhD and Executive programmes at INSEAD. He also co-directs the International Directors Programme. Prof Gaba has won accolades for his teaching and consulting work and is a regular speaker at international conferences.





### Shai Ganu, FSID

Council member, Singapore Institute of Directors |  
Global Leader - Executive Compensation & Board Advisory  
Business, WTW

Mr Shai Ganu is passionate about embedding sustainability priorities, building better boards, combating climate crisis and driving business transformations through effective incentives and organisation development efforts. He is the Global Leader for WTW's Executive Compensation & Board Advisory business and leads a team of over 500 consultants across 40 countries. Mr Ganu is a member of the Governing Board of SID and chairs its ESG Committee. He also serves on the boards of leading companies and not-for-profits in the region and chairs the compensation, nominations, risk and sustainability committees. He is a member of the global Governing Board of Climate Governance Initiative and is a co-founding member of the Singapore chapter and ASEAN network. He is also a member of World Economic Forum's Climate Governance Global Community of Experts.



### Pav Gill

Wirecard Whistleblower | Founder & CEO - Confide™

Mr Pav Gill has extensive experience in global financial services laws ranging from traditional finance to digital assets. He has served in senior legal and compliance roles at global startups, unicorns and listed companies, where he advised on market expansion, licence applications, regulatory compliance, the implementation of purpose-driven leadership, and ethical corporate governance structures. Mr Gill is best known for his role in exposing the multibillion dollar Wirecard fraud, Europe's largest FinTech scandal, for which he was awarded the 2021 Blueprint for Free Speech Special Recognition Award and the 2022 ACFE Cliff Robertson Sentinel Award. His story was the focus of the feature film by Sky Studios, *Wirecard – The Billion Euro Lie and Netflix's Skandal! Bringing Down Wirecard*.



### Theresa Goh, FSID

Council member, Singapore Institute of Directors

Ms Theresa Goh is the Managing Founder of 360 Dynamics. She is the Chairperson of the Charity Council in Singapore, and a board member of the Agency for Integrated Care and National Council for Social Service. She authored a 2021 book *Leading for Good* where she guides leaders of public, private and nonprofit organisations to collaborate through a deep awareness of self, purpose and ecosystems.



### Maya Hari

Chief Executive Officer, Terrascope & Independent Director  
(Singlife, Axiata Group Berhad, IMDA)

Ms Maya Hari is a global leader and seasoned C-suite executive at the crossroads of digital, technology and sustainability companies. She leads global climate-tech venture, Terrascope helping large global enterprises tackle their journey to net zero. Prior to Terrascope, her career journey spans two decades and three continents focused on mobile, consumer and social businesses at Twitter, Google, Microsoft and Cisco. She is a board member and independent director across public, private and statutory boards including Axiata Group, Singlife Holdings and IMDA. She is an avid angel investor in technology and sustainability and a key member of the ecosystem such as XA, TiE and YPO.





**Grace Ho, MSID**  
Independent Director, MTQ Corporation

Ms Grace Ho serves as independent board director for SGX-listed companies MTQ Corporation and YTL Starhill Global REIT Management; and SQL View. She is also adviser to National Library Board of Singapore's Digital Services and Customer Experience Advisory Council, as well as MobilityTech startup SWAT Mobility. She was previously independent director at NTUC Link and adviser on NTUC Income Digital & Technology Advisory Council. Ms Ho is Chief Executive Officer of Singapore foodtech startup UPGRAIN Foods. She has over 20 years of international experience in the technology sector and is among the Singapore 100 Women in Tech 2021. She holds an MBA from the Australian Graduate School of Management, University of New South Wales, and a Bachelor of Science Degree from National University of Singapore.



**Kristy Ho Khui Keng**  
Deputy Commissioner of Charities

Ms Kristy Ho was appointed Deputy Commissioner of Charities in 2021 and is Senior Deputy Director (Charities Unit) at the Ministry of Culture, Community and Youth. She was previously the Registrar of Cooperative Societies and Mutual Benefit Organisations. She loves the rewarding work in the nonprofit sector.



**Hoi Wai Khin**  
Partner & Deputy Industry Lead - Technology, Media & Telecommunications Practice, RSM

Mr Ho Wai Khin is the Partner and Deputy Industry Lead - Technology, Media & Telecommunications Practice in RSM. His team is experienced in ISO 27001/Cyber Security Trust Mark certification projects, MAS Technology Risk Management review, MAS Outsourcing review, ABS OSPARs, IT due diligence for mergers & acquisitions, SOX ITGC review, Singapore's Personal Data Protection Act (PDPA), and other internal and external IT compliance requirements. He previously provided in-house audit assurances and security and business continuity advisory services for several organisations, while working for a Big Four firm. He is a recipient of the AiSP Cybersecurity Leader Awards 2022 and was conferred the Leader Award (Professional Category) in recognition of his contributions made in the cyber security space in Singapore.



**Isabella Huang-Loh**  
Chairman, Singapore Environment Council

Ms Isabella Huang-Loh has held various top executive management and board positions across international corporate environments over 24 years. From business development, profit and loss, and strategic planning; to mergers and acquisitions, and enterprise business transformation, she has helped organisations manage their capital resources. A thought leader in the space of environmental sustainability and waste management, she has successfully implemented numerous green initiatives in her capacity as Chairman of the Singapore Environment Council. She has led organisations to incorporate sustainability objectives and facilitated their adoption of the green agenda. Ms Huang-Loh continues to lead and mentor new generations of sustainability experts, guiding them through governance knowledge and contributing to their board exposure and management experiences. She received a Public Service Medal in 2017.



**Aliza Knox, MSID**  
Non-Executive Board Director

Ms Aliza Knox is the best-selling author of *Don't Quit Your Day Job* and a seasoned executive who built and led APAC businesses for three of the world's top technology firms – Google, Twitter and Cloudflare. Voted the leading woman in IT (Asia) in 2020, Ms Knox spent decades as a leader in global finance, consulting and tech, experience which has evolved into her portfolio career. As a non-executive board director, she shares her lessons learned with the next generation of business leaders tasked with guiding industries across new frontiers. She is a senior adviser to BCG, a regular columnist for Forbes, and a frequent public speaker.



**Annie Koh, FSID**  
Senior Advisor, Business Families Institute, Singapore  
Management University

Prof Annie Koh is Professor Emeritus of Finance (Practice) at Lee Kong Chian School of Business, Singapore Management University (SMU). She chairs the Asian Bond Fund 2 supervisory committee for the Monetary Authority of Singapore and is a committee member of Singapore's Customs Advisory Council, as well as a board member of Singapore Food Agency. Professor Koh is Chairman of Prime US REIT and an independent director of AMTD IDEA Group, Prudential Assurance Company Singapore, Yoma Strategic Holdings and EtonHouse Community Fund (Charity). She previously served on GovTech, Singapore's CPF, HMI, K1 Ventures boards, and was a member of the World Economic Forum Global Future Council and the HR Industry Transformation Advisory Panel. Prof Koh was awarded the bronze and silver Singapore Public Administration medal in 2010 and 2016 respectively, and the Adult Education Prism Award in 2017.



**Danny Koh**  
Managing Director, SEA, Spencer Stuart

Mr Danny Koh is Managing Director of SEA at Spencer Stuart and also leads the firm's tech, media and telecom practice in the region. He focuses on board, CEO and C-suite engagements across a broad spectrum of leadership topics including succession planning, search, assessment, culture transformation and top team effectiveness. Prior to Spencer Stuart, he was a principal at the Beijing and Singapore offices of the Boston Consulting Group and focused on engagements in talent management, growth and go-to market strategies, as well as operational improvement and turnaround.



**Koh Soo Boon**  
Founder & Managing Partner, iGlobe Partners

Ms Koh Soo Boon is a veteran in the global venture capital industry. Having invested through multiple business cycles, she has continually achieved top-quartile fund returns and steered numerous companies to IPO and successful exits, including Unity Software, Twist Bioscience Corp, Matterport, NerdWallet, Ginkgo Bioworks, Hippo Holdings and VeriSilicon Microelectronics (Shanghai). She was inducted into the Singapore Women's Hall of Fame by President Halimah Yacob in 2022 as the founder of Singapore's first female-led venture capital firm. Prior to iGlobe, Ms Koh held senior management positions in Vertex Management from 1988 to 1999 (previously the venture capital arm of Singapore Technologies and now under Temasek Holdings), playing a critical role in establishing Vertex in California and Vertex Europe in London.





### **Timothy Koh** Board Member

Mr Timothy Koh is a highly accomplished professional with nearly 30 years of experience in human resources, risk and governance. He has served on boards since 2003 and was a board member and chair of the HR Committee at Ronald McDonald House Charities (RMHC) Singapore and Vice President from 2015 to 2019. He rejoined the RMHC board in June 2021. He is a Fellow with the Chartered Institute of Arbitrators and a trained mediator at the Singapore Mediation Centre. Mr Koh's academic achievements include an LLM from Boston University, supported by the Monetary Authority of Singapore Study Award, and scholarships for another LLM at Lazarski University in Warsaw, Poland. He has also served on other charities and private companies, either as a member of the board, adviser or a sub-committee member.



### **Tommy Koh, FSID** Ambassador-At-Large at the Ministry of Foreign Affairs

Prof Tommy Koh is Emeritus Professor of Law at NUS; Ambassador-At-Large at the Ministry of Foreign Affairs; and Chairman of the International Advisory Panel of the Centre for International Law at the NUS. He had served as Dean of the Faculty of Law of NUS, Singapore's Permanent Representative to the United Nations in New York, Ambassador to the US, High Commissioner to Canada and Ambassador to Mexico. He was President of the Third UN Conference on the Law of the Sea, and also Chairman of the Preparatory Committee for and the Main Committee of the UN Conference on Environment and Development (Earth Summit). Prof Koh has served as UN Special Envoy and Singapore's Chief Negotiator and received numerous accolades and honorary awards, including honorary doctoral degrees in law by Yale and Monash Universities and a Great Negotiator Award by Harvard University. He was the founding Chairman of the National Arts Council, founding Executive Director of the Asia-Europe Foundation and former Chairman of the National Heritage Board.



### **Elizabeth Kong, MSID** Independent Non-Executive Director, Singapore Post

Ms Elizabeth Kong is an independent non-executive director of Singapore Post and serves on its Finance and Investment Committee, Board Risk and Technology Committee, Nomination and Corporate Governance Committee, and Board Sustainability Committee. She is also the Asia General Counsel (Transportation and Electronics) at 3M, serving as a senior leader in the execution of strategies and key priorities of 3M in Asia. Ms Kong was previously with leading international law firms Clifford Chance and Morgan Lewis Stamford where she advised on some of the largest headline public and private mergers and acquisitions in Asia of an aggregate value exceeding \$25 billion. She is a trustee on the board of Cambridge Assessment Singapore and a fellow of the Cambridge Commonwealth Trust. She is also the Chairperson of 3M Women Leadership (Singapore).





### **Frank Koo, MSID**

Asia Head of Talent & Learning Solutions, LinkedIn

Mr Frank Koo is Asia Head of Talent & Learning Solutions at LinkedIn. His team supports companies in talent acquisition, development and retention through the LinkedIn platform and solutions. Prior to LinkedIn, he was the Chief Operating Officer of BE Education based in Shanghai and Asia Pacific President of Learning Solutions at Pearson Education. At Oracle, he was the Managing Director for Singapore and South Asia Growth Economies. Mr Koo has a Bachelor of Business Administration graduate from the National University of Singapore. He has also attended executive programmes with INSEAD and IMD.



### **Hari V Krishnan**

Chief Executive Officer & Managing Director, PropertyGuru Group

Mr Hari V Krishnan is the Chief Executive Officer and Managing Director for PropertyGuru Group, Asia's leading property technology company which he led through a successful public listing on the New York Stock Exchange. He is a seasoned technologist, digital transformation leader and board director. A TEDx speaker, he is a vocal advocate for sustainable urban living solutions. He served on the Singapore Government's Future Economy Council subcommittee and currently serves on the Advisory council to the Dean of engineering at the University of Colorado. He has worked in leadership positions at LinkedIn, Yahoo! and Cisco.



### **Kuan Li Li**

Non-Executive Director

Ms Kuan Li Li is an experienced non-executive director who serves on the boards of several public and private organisations in Singapore and Malaysia. These include Capitaland China Trust, RH Petrogas, Time Dotcom and AIG Asia Pacific Insurance. She also volunteers her time with the Ministry of Finance's Valuation Review Board and the Legal Inquiry Panel. Ms Kuan was formerly the Country Head and COO of Barclays Bank Singapore, CEO of Barclays Capital Futures and CFO of ABB Singapore. She brings with her deep experience working in Asia and with multinationals, and contributes through directorships, mentorships and involvement in not-for-profits. She is a qualified accountant and lawyer.



### **Arthur Lang**

Chairman, National Kidney Foundation

Mr Arthur Lang was appointed NKF Chairman in November 2020 after joining the board as its investment committee chairman in 2015. Under his stewardship, NKF gained recognition for its commitment to providing affordable and sustainable care to about 60 per cent of Singapore's kidney patients and established itself as a responsible steward. He shaped NKF's longer-term plans by implementing a Future Forward strategy to focus on preventive care by leveraging its ecosystem and technology. As Singtel's Group CFO, Mr Lang is focused on value creation and capital management to enhance stakeholder value for the Group, and the growth of the Group's regional associates across Asia through driving initiatives and establishing key relationships. He also spearheads Singtel's digital banking efforts through its joint-venture with Grab at GXS bank.



### Augustin Lee, MSID

Chairman, Movement for the Intellectually Disabled of Singapore (MINDS) | Chief Executive Officer, Central Provident Fund Board

Mr Augustin Lee was appointed 2nd Permanent Secretary of Smart Nation and Digital Government Group, effective 1 October 2023. He was previously Deputy Secretary in the Ministry of Manpower where he led reforms in employment laws, manpower policies and social security policies of CPF, Workfare and Silver Support. As Director of the Industry Division at the Ministry of Trade & Industry, he led his team in conceptualising and launching the two Integrated Resorts in Singapore and the world's first Formula One Grand Prix night race. He serves as board member of the National Healthcare Group. A Sloan Fellow of the Stanford Graduate School of Business, Mr Lee volunteers his time as the elected Chairman of the Movement for the Intellectually Disabled of Singapore. He was formerly the Chairman of the Tripartite Alliance for Dispute Management, an Exco member on the board of Singapore LNG and a Council member of the MediShield Life Council.



### Jill Lee

Non-Executive Director, Schneider Electric

Ms Jill Lee is a Director and Chairperson of the Audit Committee of Schneider Electric. Ms Lee is also on the board of PSA International, 65 Equity Partners and JTC Corporation. She was previously a Director and Chairperson of the audit committees of Sulzer, medmix and Signify (public companies based in Europe). Beginning her career in 1986 in Singapore, Ms Lee went on to build a successful international career with global companies including Siemens, ABB and Sulzer. Ms Lee's global leadership appointments include senior leadership roles as Group Chief Diversity Officer at Siemens, Group Senior VP for global transformation initiatives at ABB, and Group CFO and a member of the Executive Committee of Sulzer. Ms Lee holds a BBA from NUS and an MBA from NTU in Singapore. She is an advisory board member of Nanyang Business School and a foundation board member of IMD Business School in Switzerland.



### Bruce Liang

Former Chief Executive Officer, Integrated Health Information Systems

Mr Bruce Liang was the Chief Executive Officer of Integrated Health Information Systems (IHIS), and concurrently CIO of Ministry of Health (MOH), when he had the unique opportunity to respond to the largest cyber-attack in Singapore – the 2018 cyber-attack on SingHealth. Post-attack, he continued to lead IHIS, balancing innovation, efficiency, cost and defence. Mr Liang left IHIS in 2022 to join Sea Limited as Head of Strategic Projects. He leads several investments, including banking projects where cyber security is also of core concern. Prior to joining MOH and IHIS, he was Accenture Managing Director in ASEAN and Greater China. Mr Liang serves and advises various boards and professional societies, including Singapore Computer Society, SelfDrvn, Assurity and Lccl Coding Academy. He previously served on the boards of GovTech and ACRA.





**Dusk Lim**  
Head of Enterprise Business, Diligent

Mr Dusk Lim heads the enterprise business for Diligent in Asia. He aims to bring the best solutions in environmental, social and governance (ESG) and governance, risk management and compliance (GRC) to enterprises in Asia to help them manage their risks better. He has been in the GRC domain for close to 10 years and has worked with clients across Asia.



**Olivier Lim, FSID**  
Chairman, PropertyGuru Group

Mr Olivier Lim is lead independent director of DBS Group Holdings and DBS Bank, and Chairman of PropertyGuru Group, Certis CISCO Security and Starhub. He is a Deputy Chairman on Singapore Tourism Board and a director of Raffles Medical Group. He serves on the MAS Securities Industry Council. Mr Lim was previously Chairman of the following: ASX-listed Australand Holdings, Frasers Property Australia, globalORE, Mount Faber Leisure Group, and the Advisory Council of the Singapore CFO Institute. He has held directorships in several SGX-listed companies including Banyan Tree Holdings, CapitaMalls Asia and served on the boards of JTC Corporation, Sentosa Development Corporation and the Accounting and Corporate Regulatory Authority. Mr Lim holds a First-Class Honours degree in Civil Engineering from Imperial College, London.



**Vivienne Lim**  
Lead Independent Director, Far East Hospitality Trust

Ms Vivienne Lim is the Lead Independent Director and Chairperson of the Nominating Committee of Far East Hospitality Trust. She is a lawyer and the Co-Managing Director of Genesis Law Corporation. She advises regularly on corporate governance and other regulatory compliance matters, especially for charities, nonprofit organisations, co-operative societies and companies. She also advises regularly on legacy and succession planning matters. Ms Lim sits on boards and committees in diverse fields. She chairs the CHIJ Board of Management (which oversees the management of the 11 CHIJ Schools) and is Vice-Chairperson of Catholic Foundation. She is a Council member of the Law Society of Singapore, and a member of the Disciplinary Committee and the Women's Committee of Football Association of Singapore.



**Karen Loon, MSID**  
Council member, Singapore Institute of Directors

Ms Karen Loon is a non-executive director with over 30 years of experience working with local, regional and multinational organisations in Australia and Singapore. A former partner of PwC Singapore, she has worked with corporate boards throughout her professional career and has been an independent director or committee member of various corporates, professional organisations or not-for-profits for over 20 years. She is an independent director, audit committee chair and risk committee member of Bank Pictet & Cie (Asia). Ms Loon is a Governing Council member of Singapore Institute of Directors, past chair of Chartered Accountants Australia and New Zealand Singapore Council, and former board member and Treasurer of INSEAD Directors Network.





### **Low Peck Kem**

**President, Asia Pacific Federation of Human Resource Management**

As the Chief Human Resources Officer and Adviser (Workforce Development) for the Public Service Division, Prime Minister's Office of Singapore, Ms Low Peck Kem is responsible for professionalising HR in the public sector of 16 Ministries and more than 50 Statutory Boards. Ms Low has a unique combination of experience, from quality engineer to manufacturing manager to VP human resources. This combination has widened her perceptions in the private, public and NGO sectors, and enabled her to view leadership from both the Asian and European perspectives. Ms Low was the first in Asia to be named CIPD Chartered Companion. She was listed among the top 100 HR influencers from Southeast Asia and served two terms as President of the Singapore Human Resources Institute. She was elected as President of the Asia Pacific Federation of Human Resource Management.



### **Margaret Lui**

**Independent Non-Executive Director, LendLease |  
Chief Executive Officer, Azalea Investment Management**

Ms Margaret Lui-Chan Ann Soo is Chief Executive Officer and Executive Director of Azalea. She led the team to complete the development and launch of the Astrea private equity bond transactions and the Altrium private equity programme. Ms Lui-Chan was previously with Temasek in various investment roles including private equity, portfolio management, corporate finance and restructuring roles. Ms Lui-Chan is an independent non-executive director to the Lendlease board in Australia. She also chairs the Marine Services Supervisory Committee of PSA International, and serves on the Board of Trustees and Finance Committee of the Singapore Institute of Technology and heads its investment committee. Ms Lui-Chan is also a member of the Singapore Exchange's Listing Advisory Committee. Previously, Ms Lui-Chan was on the boards of listed companies like Sembcorp Industries, SMRT Corporation and Singapore Food Industries.



### **Per Magnusson, MSID**

**Group Chief Executive Officer, Jebsen & Jessen Group**

Mr Per Magnusson is the Group Chief Executive Officer of Jebsen & Jessen Group, headquartered in Singapore and with 3,000 employees worldwide. He is also a board member of GMA Garnet – a global mining, processing and distribution group operating mines in Australia, USA and South Africa, as well as recycling and sales outlets in 100 locations globally. In addition, Mr Magnusson is a council member of the Singapore Business Federation and the Singapore National Employers Federation and he is board member and the Immediate Past Chairman of the Singapore International Chamber of Commerce. Mr Magnusson is a Swedish citizen with a Masters degree in Electrical Engineering and an MBA in international business. He has lived and worked in Europe, North America, China and South East Asia and has been a Chief Executive Officer of various companies for the last 25 years.



## Harish Manwani

Former Chief Operating Officer, Unilever | Senior Operating Partner, Blackstone

Mr Harish Manwani is the Senior Operating Partner for Blackstone Group and also serves as a director on several international boards. Before joining Blackstone in 2015, Mr Manwani was the Chief Operating Officer of Unilever responsible for managing the P&L across all of Unilever's global markets. He spent 38 years at Unilever, holding various senior general management positions in different parts of the world, including overseeing Unilever's businesses in Latin America, North America, Asia and Africa. Mr Manwani serves on the board of Gilead Sciences, Whirlpool Corporation, Tata Sons and EDBI. He is also Chairman of the Executive Board of Indian School of Business. In 2008, Mr Manwani received the CNBC Asia Business Leader of the Year Award. In 2012, he was conferred the Public Service Medal in Singapore. He served on Singapore's Committee on the Future Economy in 2016.



## Jayme Metcalfe

Partner, Digital Solutions, PwC Singapore

Mr Jayme Metcalfe is a Partner in PwC Singapore's Risk Services business, and leads the Cloud Trust and Business Resilience practices. He has over 18 years of cyber security experience spanning Europe, Asia-Pacific, Australia, and North America, with a keen focus on driving and enabling digital transformation. He is the author of the Information Security Forum's Information Risk Assessment Methodology (IRAM2), a world-leading methodology used by Fortune 500 & Forbes 2000 companies. He was appointed a Fellow of the Chartered Institute of Information Security (CIISec), in recognition of his standing in and contribution to the information security profession.



## Ashok Mirpuri

Former Singapore's Ambassador to the United States of America

Mr Ashok Kumar Mirpuri joined Temasek in September 2023 and is currently Head, International Policy & Governance. Prior to joining Temasek, he was the Singapore Ambassador to the US from July 2012 to June 2023, where he represented Singapore's interests in working with three US Administrations. His previous Ambassadorial roles were in Indonesia, Malaysia and Australia. Mr Mirpuri has engaged with governments at the highest levels and developed policy options under challenging circumstances. Mr Mirpuri holds a Master of Arts from the University of London's School of Oriental & African Studies and a Bachelor of Social Science (Hons) degree in Political Science from the National University of Singapore.





**Ann-Maree Moodie, MSID**  
Managing Director, Governance Australia & Asia

Dr Ann-Maree Moodie has accumulated 25 years' experience working in the boardrooms of Australia and Asia advising Chairs, Non-Executive Directors and CEOs on governance, leadership, performance, group dynamics and group decision-making. She is the founder of Governance Australia & Asia, a private governance consulting firm based in Sydney with clients representing government, private, listed, superannuation and not-for-profit sectors. The firm provides the full suite of governance consulting services including board performance reviews and strategic board communication workshops for senior executive teams. Dr Moodie was awarded a PhD for her research on independence and conformity in board decision-making and is complementing this work with her current Master's studies in Anthropology at the Australian National University.



**Ambili Nair**  
Senior Director, Marketing, Diligent

Ms Ambili Nair is the Senior Director of Marketing at Diligent Corporation, a leader in modern governance and SaaS solutions. She has over 17 years of experience in marketing and joined Diligent after the acquisition of Galvanize in 2021. She is responsible for marketing strategy, product marketing and branding in the APAC region. She has held marketing leadership roles at SAI Global and Thomson Reuters, and is a tutor in marketing at Nanyang Business School, NTU her alma mater where she holds her Master's degree in Marketing.



**Kai Nargolwala, FSID**  
Non-Executive Independent Director

Mr Kai S Nargolwala is the Chairman of the Board of Singapore Pools. He also serves on the board of PSA International and chairs the boards of 65 Equity Partners and Pentagreen Capital. The career of Mr Nargolwala spanned several decades in the financial services industry in the UK, US and Asia. At various times over the last 30 years, he has helmed the Asian businesses of Bank of America, Standard Chartered and Credit Suisse. He retired from executive roles at the end of 2011. Mr Nargolwala is a Fellow of the Institute of Chartered Accountants in England and Wales as well as the Singapore Institute of Directors. He was awarded the Public Service Star in 2019.



**Laurence W Odfjell**  
Chair, Odfjell

Mr Laurence Ward Odfjell is a member of the founding family of Odfjell SE and has been Chair of the company since 2010. He currently also serves as a member of the INTERTANKO executive committee and on the board of the Norwegian Business Association in Singapore. The Odfjell Group is a leading service provider within the global chemical tanker and storage industry, with 2,300 employees, 12 international offices, a fleet of about 70 ships and four tank terminals located at strategic international shipping hubs. Odfjell was founded in 1914 and is headquartered in Bergen, Norway.





**Tim Oei**  
Chief Executive Officer, National Kidney Foundation

Mr Tim Oei took the helm of NKF in 2017, where he advocates for a transformation of the renal care landscape through innovation of kidney treatment as well as emphasis on holistic care of kidney patients beyond their dialysis treatment plans. A lawyer by training, he believes public education on cause and prevention of kidney failure is the key to moving towards a future free of kidney disease. Mr Oei volunteers his time with several nonprofit organisations and various panels. He also enjoys mentoring like-minded individuals who sought him out for his extensive experience within the healthcare, community and social services, and hopes to inspire them onto meaningful leadership journeys that can benefit the nonprofit sector as a whole.



**Anthea Ong**  
Former Nominated Member of Parliament | Chairperson,  
WorkWell Leaders

A Nominated Member of Parliament from 2018 to 2020, Ms Anthea Ong is an experienced board member and board chair backed by a proven track record as a C-level executive of 30 years. An advocate and speaker on human-centred leadership, mental health and social entrepreneurship, she has published commentaries in The Straits Times, CNA, Today and Mothership. Her memoir, *50 Shades of Love*, was shortlisted for the Best Illustrated Non-Fiction Title in the 2019 Singapore Book Awards. Her latest book *The NMP Scheme: Are Unelected Voices Still Necessary in Parliament?* was launched in 2022. A creative and dynamic leader, she has founded several impact initiatives, including Hush TeaBar, WorkWell Leaders, SG Mental Health Matters, A Good Space Co-operative and Welcome in My Backyard. Her varied experience, including an ICF Certified Professional Coach, provides valuable perspectives to boards and executive teams.



**Ong Chong Tee**  
Chairman, Accounting and Corporate Regulatory Authority

Mr Ong Chong Tee joined the ACRA Board in 2021 as Deputy Chairman and was appointed Chairman in 2022. He was previously with the Monetary Authority of Singapore (MAS) from 1986 to 2021. In the central bank, he held senior positions in the areas of reserve management, central banking monetary operations and market development. He was MAS' Deputy Managing Director of Financial Supervision from 2014 to 2021, overseeing the financial sectors of banking, insurance, capital markets, payment services as well as the supervision of technology and money laundering risks. Mr Ong graduated with an Honours Degree in Chemical Engineering from the National University of Singapore in 1985 and attended the Advanced Management Programme of Harvard Business School in 2002. He was awarded the Public Administration Medal (Gold) in 2007 and Public Administration Medal (Gold) (Bar) in 2021.



**Ooi Huey Tyng**  
Independent Director, Maxis Berhad | AIG Asia Pacific

Ms Ooi Huey Tyng has over 30 years of experience in senior positions at global banks, leading payments technology provider and fintech. She is an independent director on multiple boards. She serves on AIG Asia Pacific Insurance Board where she is the Risk Management Committee Chair and member of the Audit Committee and Nomination Committee. In addition, she is an independent director of Maxis and a member of the Audit and Risk Committee, Transformation Committee and Remuneration Committee. She is also a member of the Board of Governors of Raffles Institution. Ms Ooi was the Regional Managing Director, Head of GrabPay and served as nominee director on a number of GrabPay and GrabInsure joint venture company boards. Before joining Grab, she was Visa's Country Manager for Singapore and Brunei and held senior leadership positions at Citibank, DBS and UOB.



**Kay Pang, MSID**  
Independent Director, Nera Telecommunications

Ms Kay Pang is a board member and General Counsel with all-round corporate strategy, legal and risk-management expertise. Dynamic, hands-on and agile, she is experienced in guiding executives through corporate complexities, change management, compliance challenges and business transformations. She sits in the board of Nera Telecommunications as an independent director. Her previous board appointments were at the Breast Cancer Foundation and Passerelles Numeriques; and as risk committee member at AWWA. Ms Pang is the Deputy Chief Compliance Officer, Senior Director and Associate General Counsel, at VMware. She was previously APAC Legal Head of Enterprise, Software & Cloud in Hewlett-Packard Enterprise and APAC Legal Head in Cloudera. Prior to her in-house career, she practised banking law at Allen & Overy and litigation at Drew & Napier.



**Unmish Parthasarathi, MSID**  
Founder & Executive Director, Picture Board Partners

Mr Unmish Parthasarathi's corporate career includes stints in content, strategy and sales leadership roles with blue-chips such as Endeavour Group, BBC Technology, ESPN Star Sports, News Corp and the International Cricket Council. Based in Singapore, he has lived in London, Johannesburg, New York and Delhi. In 2015, he founded Picture Board Partners. Clients include listed and private corporations, small and medium sized businesses and startups in the gaming, education, media and sport sectors. A Cambridge graduate with an MBA from London Business School, Mr Parthasarathi has also been awarded a certificate in corporate governance at INSEAD after completing the International Directors Programme. He is an independent director at the Go Sport Foundation, a social impact nonprofit in Bangalore. An active member of SID, he chairs the SID New Directors Network.





### **Poh Mui Hoon, FSID**

**Independent Director | Council member, Singapore Institute of Directors**

Ms Poh Mui Hoon is a Co-founder and CEO of foodtech startup, Esseplora. A CEO for many years, she has broad execution experience across various businesses. She chairs the Audit and Finance Committee for Sistic.com and is a member of the Audit and Risk Committee for Singapore Pools. She previously chaired the Technology Advisory Panel of Singapore Pools and the Digital Committee for SATA CommHealth. Ms Poh is board mentor of the London-based Criticaleye, and a member of the NTUitive's Investment Committee for Strategic Research Innovation. She was conferred the Distinguished Alumni Achievement Award by the Institute of Systems Science, NUS, in 2011 and is a Fellow of both the Singapore Institute of Directors and Singapore Computer Society.



### **Viswa Sadasivan**

**Managing Consultant, Strategic Moves**

Mr Viswa Sadasivan is a sought-after sociopolitical commentator, speaker and facilitator. He has interviewed world leaders and moderated over 300 policy forums in Singapore and globally. He has served on several boards and national committees. As founder and Managing Consultant of Strategic Moves (a corporate strategy and leadership consulting practice), Mr Sadasivan has trained more than 20,000 public and private sector leaders in Singapore and the region. Over the past three decades he has helped several leaders manage crisis situations. Mr Sadasivan served as a Nominated Member of Parliament in Singapore. He holds a Master's in Public Administration degree from the Kennedy School of Government and Administration, Harvard University.



### **June Sim, FSID**

**Head, Listing Compliance, Singapore Exchange Regulation**

Ms June Sim is the Managing Director and Head of Listing Compliance in SGX RegCo, and oversees the compliance of all SGX-listed companies with the Listing Manual. She leads the function that monitors listed issuers' compliance with continuing listing obligations, including regulatory oversight of Catalyst sponsors. As a senior management member of SGX RegCo, her views are valued in discharging SGX's responsibilities as the frontline regulator in the review of submissions to SGX RegCo for corporate action. She is a frequent speaker on various corporate governance seminars, and contributes to raising standards of the professionals in our capital market.



### **Silas Sng**

**Commissioner for Workplace Safety and Health**

Mr Silas Sng is Singapore's Commissioner for Workplace Safety and Health (WSH), Ministry of Manpower (MOM), and is also concurrently the Executive Director overseeing the Tripartite Alliance. Over the course of his career with MOM since 1997, he had assumed various leadership roles within the Ministry in both Occupational Safety and Health Division and the Work Pass Division. As the Commissioner for WSH, he is responsible for preventing accidents at workplaces. He works with industries and tripartite partners to implement policies and programmes to help workers return home safely each day. Ensuring WSH is also good for businesses as it is a competitive advantage to differentiate itself in this competitive world.





**Tan Cheng Han, FSID**  
Chairman, Singapore Exchange Regulation

Prof Tan Cheng Han is Senior Counsel and Chief Strategy Officer at the NUS Law School. He is former Dean at NUS Law and the City University of Hong Kong School of Law. He has been a Visiting Professor at Bucerius Law School, Peking University, East China University of Political Science and Law, Tokyo University and National Taiwan University. Prof Tan's present appointments include being Chairman of Singapore Exchange Regulation (SGX RegCo) and President of the Singapore Taekwondo Federation. He held board appointments at SGX-listed companies prior to becoming Chairman of SGX RegCo and was previously a partner at Drew & Napier and a consultant at TSMP Law Corporation. He continues to practice as an advocate and arbitrator.



**Jeffery Tan, MSID**  
Chief Executive Officer, MINDSET Care Limited

Mr Jeffery Tan is the Chief Executive Officer for MINDSET, a registered charity of Jardine Matheson in Singapore focused on mental health and wellness. He is also the Group General Counsel, Chief Sustainability Officer and Director for Legal & Corporate Affairs and Company Secretary for Jardine Cycle & Carriage (JC&C). At JC&C, he is responsible for legal, compliance, company secretarial, sustainability matters, communications and public affairs at the Group level. Mr Tan also serves as a board member of the Singapore International Chamber of Commerce, MindForward Alliance Singapore and One Mind's Global Guiding Council. He was previously the Group General Counsel, Chief Compliance Officer and Board Secretary for UTAC Holdings. Mr Tan also has extensive private practice and in-house legal experience with companies such as Allen & Gledhill, DLA Piper, Siemens and Motorola.



**Joy Tan**  
Partner, WongPartnership LLP

Ms Joy Tan serves on the WongPartnership LLP's Executive Committee, and is the Co-Head of the Firm's Commercial & Corporate Disputes Practice and Corporate Governance & Compliance Practice. She also leads the firm's Corporate & Regulatory Investigations Practice. Ms Tan is a Fellow of the Chartered Institute of Arbitrators and sits on the Panel of Arbitrators of the Singapore International Arbitration Centre. She is also a member of the Complaints and Disciplinary Panel of the Accounting and Corporate Regulatory Authority Singapore and the panel of Singapore Law Society Disciplinary Tribunals. She sits on the Singapore Chapter board of the Association of Certified Anti-Money Laundering Specialists and chairs the Appeals Board of the Council of Estate Agencies. She is an independent director on various for-profit as well as non-profit boards, serving as lead independent director of Income Insurance and PEC, and on the audit and risk committees of Singapore Health Services. She is also the chair of the Singapore Repertory Theatre.



### **Kelvin Tan, MSID** Independent Director

Mr Kelvin Tan has held directorship appointments in both private and publicly listed companies in different industries for the past 25 years and has also chaired audit committees in the latter. Upon graduating with a Bachelor of Accountancy (First Class Honours) degree from the National University of Singapore (NUS) in 1987, Kelvin joined the Singapore Police Force and served for six years before becoming a consultant to companies venturing into China. Thereafter, he went into private equity and venture capital investing with Temasek Holdings and later on moved on to hold senior management positions with PSA International and AETOS Security Management. Mr Tan left the corporate world in 2008 to manage a family office for a European businessman. He has taught as an Adjunct Associate Professor with the NUS Business School and the NUS Enterprise Academy, and served on the Council of the Institute of Singapore Chartered Accountants.



### **Micheal Tan, MSID** Independent Director and Non-Executive Chairman, Marco Polo Marine

Mr Micheal Tan is the independent non-executive director of Marco Polo Marine, a company listed on SGX. He is also a non-executive director of Elite Commercial REIT, an SGX-listed REIT. As the Executive Director of Ho Lee Group, Mr Tan jointly manages the family business with his brother Benjamin Tan. Ho Lee Group (HLG) has businesses in construction, property development, polystyrene resin manufacturing and property fund management. He manages the polystyrene resin manufacturing business as Managing Director of TPSC Asia, and the property fund management business as Executive Chairman of Elite Partners Capital. In 2014, Mr Tan led and managed HLG's acquisition of TOTAL's Polystyrene (South East Asia) business including TOTAL's polystyrene plant in Singapore, which allowed HLG's diversification and entry into the petrochemical business. He graduated from the Florida Institute of Technology with a BSc in Computer Engineering with Highest Honours, and holds an MBA from the National University of Singapore.



### **Kim Underhill** Immediate Past President, Daughters of Tomorrow

Ms Kim Underhill has held senior roles managing fortune 500 accounts and leading change through strategic and organisation development. She is an industrial and organisational psychologist, management consultant, keynote speaker and business and leadership executive coach at Ultimate Balance Consultancy. She is the founder of the She Brilliance Movement, a platform that encourages business and profession women to step up to advance other women through mentorship, learning and development and networking activities. Ms Underhill was President of nonprofit organisations Daughters Of Tomorrow and Singapore Business & Professional Women's Association. She sits on the Advisory Board of Global Women in Public Relations and is the author of two books. Ms Underhill holds an Executive Master of Science in Industrial Organisational Psychology & Management of Human Resources; a Bachelor Degree in Business Administration (Marketing).





**Malini Vaidya**  
Consultant, Spencer Stuart

Ms Malini Vaidya previously led Spencer Stuart's business in Asia Pacific as the Region manager and now co-leads the firm's global Private Equity business with a focus on the group's growing APAC market. Ms Vaidya is a Senior Advisor on the Spencer Stuart core leadership team for EMEA and APAC. She focuses on board and CEO succession across the region. A Singaporean, she served on Singapore's National Diversity Action Committee as a non-executive director. She also serves as co-chair of the Women's Corporate Director Singapore chapter.



**Ross Veitch, MSID**  
Chief Executive Officer & Co-Founder, Wego

Mr Ross Veitch is CEO and Co-Founder of the online travel company Wego, with headquarters in Dubai and Singapore. Mr Veitch is a veteran of the internet industry having established operations for Yahoo! in Southeast Asia in 1998 where he led product and engineering teams. Prior to that he worked for Deutsche Bank Capital Markets in London and Tourism Australia in Sydney. He now splits his time between Dubai and Singapore. He has been an angel investor and adviser to tech companies for two decades and he enjoys working with other passionate entrepreneurs. He is a member of XA Network, Ascend Angels, H2 Global Leadership Network, EMIR Corporate Intelligence Network and is a regular public speaker on topics of travel, tourism, aviation, technology and startups. He serves on the board of Wego in Singapore and the Ras Al Khaimah Tourism Development Authority in the UAE.



**Till Vestring, FSID**  
Non-Executive Director

Mr Till Vestring is a senior adviser and non-executive director with extensive Asia experience. He is lead independent director at Keppel Corporation and an advisory partner with Bain & Company for Southeast Asia as well as a director at Advanced Micro Foundry and Delaware International. He is also lead investor in a sustainable tourism business in Cambodia, an active angel investor and on the board of venture philanthropy Leap201. He has spent the last 25 years with Bain in Asia serving as Bain Southeast Asia's managing partner (2007 to 2013) and head of Bain's Asia Pacific industrial practice (2003 to 2007). He holds a Masters in Economics from the University of Bonn, Germany, an MBA from the Haas School of Business, Berkeley and is a graduate of INSEAD's International Directors Programme.



**Gregory Vijayendran, FSID**  
Chairman, Prison Fellowship Singapore

Mr Gregory Vijayendran is Senior Counsel and a senior partner of the Disputes Practice Group in Rajah & Tann Singapore LLP. Apart from advising and representing clients in major and complex litigation, arbitration and mediation. He has a niche specialist expertise in charities governance. Mr Vijayendran was the inaugural Pro Bono Ambassador of the Law Society in 2010 and has served as Chairman of the Board of Pro Bono Services SG since 2017. In community service, he has also had a unique, longstanding and direct and indirect service in various charities and VWOs in Singapore including founding roles in children's illness charities. He presently serves as Trustee of the National Youth Fund and Rare Disease Fund. He also serves as Honorary General Secretary on the Board of the National Council of Social Services, Director of Agency for Integrated Care and Chairman of the Board of Prison Fellowship Singapore.





## Wang Gungwu

University Professor, National University of Singapore

Prof Wang Gungwu has been University Professor of the National University of Singapore since 2007, and Emeritus Professor at the Australian National University since 1988. His early teaching career was in the University of Malaya History Department at Singapore and at Kuala Lumpur (1957 to 1968), where he held the History Chair (1963 to 1968). He was appointed to the Chair of Far Eastern History at the Australian National University (1968 to 1986), where he was also Director of the Research of Pacific Studies (1975-1980). Prof Wang was Vice-Chancellor of The University of Hong Kong (1986-1995). In Singapore, he was Director of the East Asian Institute (1997 to 2007), and then Chairman (2007 to 2018). He is a Commander of the British Empire and Officer of the Order of Australia; Fellow and former President of the Australian Academy of the Humanities; Foreign Honorary Member of the American Academy of Arts and Science; Member of Academia Sinica; and Honorary Member of the Chinese Academy of Social Science.



## Marta Widz

Founder, Family Silver Institute | Affiliated with INSEAD, University of Vermont, Stewardship Asia Center

Dr Marta Widz is a family business professor, faculty member at several institutions, writer, lecturer, keynote speaker, family business trusted advisor and mentor of next generation. She is affiliated faculty at the Family Business Institute at the Grossman Business School of the University of Vermont and Stewardship Asia Center in Singapore, as well as Executive in Residence at INSEAD's Wendel International Centre for Family Enterprise. She is also a Regional Governance Partner at the International Board Foundation and a member of Female Board Pool, and affiliated expert of the Institute of Family Business in Poland. She obtained her PhD at the Centre for Family Business at the University of St. Gallen, Switzerland, and was the Research Fellow at IMD Business School, Switzerland, followed by research roles at the Wealth Management Institute, Singapore, including the Managing Editor of The Family Office Journal.



## Dennis Wong

Vice President, Enterprise 5G & Platforms, Singtel

Mr Dennis Wong is the Vice President for Enterprise 5G & Platforms. He leads the strategy, development and the management of product and platform for 5G. His responsibilities include platform and business development, product innovation, enterprise solutions and end-to-end delivery. Prior to this role, he was the Managing Director of Networks and CTO for Singtel Optus – a fully owned subsidiary of Singtel in Australia. In his 27 years of experience in the telecom industry, he had also taken on multifunctional roles under different companies, notably being the General Manager of Strategic Planning for Mitsubishi Electric Asia; Managing Director of ST Teleport, VP of Regional Technology, Strategic Planning & Architecture with Singtel. Mr Wong holds a double MBA, Management of Technology from Waseda University and Nanyang Business School. He also holds a BEng (EEE) from Nanyang Technological University.



**Wong Su-Yen, FSID**  
Chair, Singapore Institute of Directors

Ms Wong Su-Yen is Chair of the Singapore Institute of Directors and she serves on the boards of several listed companies, family businesses, high growth startups, and government-linked organisations in Asia and North America. She chairs or is a member of various Nominating, Remuneration and Audit Committees, and she brings experience in business strategy, human capital development and organisation transformation. She is lead independent director at Yoma Strategic Holdings, and a board director at First Resources, CSE Global and IMDA. She is an Adjunct Professor of Leadership at the National University of Singapore Business School, and an active member of the Young Presidents' Organization and WomenCorporateDirectors.



**Walter Woon, FSID**  
Former Attorney-General of Singapore

Prof Walter Woon is a Senior Counsel and Chairman of RHTLaw Asia LLP. He is also Lee Kong Chian Visiting Professor at SMU, an Honorary Fellow of St John's College Cambridge, an Emeritus Professor at NUS and an Honorary Fellow of SID. He is Chairman of the Market Surveillance and Compliance Panel (overseeing the National Electricity Market of Singapore) and a director of St John's Cambridge (Singapore), a charity. Previously he was Attorney-General, a member of the board of directors of the Monetary Authority of Singapore and a director of Intraco and Natsteel. He was Chairman of the Steering Committee for Review of the Companies Act and Special Counsel to the Steering Committee for the Re-writing of the Taiwan Company Act.



**Elaine Yew, FSID**  
Senior Partner, Egon Zehnder

Ms Elaine Yew is a Senior Partner in Egon Zehnder and the Asia lead of its Global Board Practice. She is also a founding leader of its Global Leadership Advisory Practice, and co-head of the firm's family business and family office practice. Ms Yew is a trained Coach and Fellow of the Institute of Coaching, McLean, affiliated to the Harvard Medical School, and is also a certified Mediator. She is on the Global Executive Committee and Managing Partner of the Singapore office. Ms Yew is a director on the board of Singapore's Ministry of Health Holdings and a non-executive director of SPH Media. She is a board member of the Singapore International Mediation Centre and The Majority Trust. She is also on the independent Nominating Committee of the boards of BW Offshore, BW Energy, BW LPG, Hafnia and Cadeler AS and is a member of the Asia Advisory Board of Allianz.



## Suhaimi Zainul-Abidin

Board Member, National Volunteer & Philanthropy Centre

Mr Suhaimi Zainul-Abidin is the CEO of Quantedge Capital. Prior to that, he was a banking & finance partner at Allen & Gledhill LLP. He contributes as a board member on a number of Singapore statutory boards and agencies and nonprofit organisations. These include SkillsFuture Singapore, National Environment Agency, National Volunteer & Philanthropy Centre, The Esplanade, Warees Investments and TalenTrust. He is also a member of the Board of Governors of Raffles Institution, a council member of the Council for Board Diversity, Singapore Exco member of the Alternative Investment Managers Association, Exco member of the Young Business Leaders Network, and Chairman of Tri Sector Charity Consultants and Learning Gateway. He contributed to the review of Singapore's Charity Code of Governance and Charity Transparency Framework and is a judge for the Charity Governance Awards. He also served as a Council Member on the National Arts Council and the Charity Council.



## Kateryna Zelenko

Ambassador to Singapore, Ukraine

HE Ambassador Kateryna Zelenko is a career diplomat. Prior to her accreditation to Singapore, she served as the spokesperson of the Ukrainian Foreign Ministry and Deputy Director of the Communications and Public Diplomacy Department. Ambassador Zelenko joined the Ministry of Foreign Affairs of Ukraine in 2002. Her postings abroad include Ukrainian Embassy in the Republic of Austria (2007-2011) and Permanent Mission of Ukraine to the International Organisations in Vienna (2014-2018), Embassy of Ukraine in the Federal Republic of Germany, where she covered culture, press and public diplomacy issues. In 2018, she returned to Kyiv to work in the Political Department of the Ukrainian Foreign Ministry. Her appointment as Ukraine's MFA Chief Spokesperson followed shortly thereafter. Ambassador Zelenko obtained her Master in International Relations and Foreign Policy at the Institute of International Relations of Taras Shevchenko National University of Kyiv (Ukraine).



# CHARITY PITCH & MATCH



# CHARITIES PROFILES



## Counselling and Care Centre

[www.counsel.org.sg](http://www.counsel.org.sg)

Counselling and Care Centre [CCC] is non-governmental, non-profit organisation that is a pioneering counselling centre in Singapore.

- **Mission:** To enhance mental health and promote better marital and family relationships foreffective living through counselling, consultancy, training, publications and programmes.
- **Vision:** The leading agency in Singapore in enhancing personal and relational well-being alongwith the advancement of systemic thinking and practices in the region.
- **Values:** Compassion | Courage | Humility | Integrity | Professionalism



## ItsRainingRaincoats

[www.itsrainingraincoats.com](http://www.itsrainingraincoats.com)

ItsRainingRaincoats is a Singapore charity that aims to build bridges of integration between migrant workers and residents of Singapore. We work to improve their welfare and believe that their seamless integration into our community will benefit not just our migrant workers but Singapore as a whole.

We run various initiatives for the benefit of migrant workers. Our volunteer base comprises of individuals from all walks of life in Singapore as well as educational institutions, companies as well as other entities, corporations and schools. We also collaborate extensively with government agencies and other stakeholders.



## LOVE, NILS

[www.lovenils.org](http://www.lovenils.org)

LOVE, NILS is a Singapore-registered IPC charity; our mission is to provide support to children with cancer and their caregivers to enable them to thrive. We help support these children and their families with much-needed healthcare guidance, emotional care, plus social and community support as they navigate the trauma of childhood cancer.

Since its inception, LOVE, NILS has grown to operate six programmes in two hospitals, and the community. We provide support to patients receiving cancer care treatment at the National University Hospital (NUH) and KK Women's and Children's Hospital (KKH), ages 0-19 years old, and their caregivers.

LOVE, NILS continues to push for public advocacy for greater awareness of childhood cancer for early detection.

## MAYA DANCE THEATRE

## Maya Dance Theatre

[www.mayadancetheatre.org](http://www.mayadancetheatre.org)

Maya Dance Theatre (MDT) has been a dynamic force in the Singapore dance scene since 2007, channelling the profound essence of the human spirit into their distinctive dance expressions. Their interdisciplinary creations, blending the rich traditions of Bharathanatyam and contemporary dance, illuminate critical societal issues. Collaborations with international artists infuse their work with diverse perspectives, transcending borders. In 2018, MDT birthed the Diverse Abilities Dance Collective (DADC), forging an inclusive realm where individuals of all abilities coexist to celebrate dance and art together. Led by Artistic Director Kavitha Krishnan and Principal Dancer Shahrin Johry, DADC thrives as a community initiative that empowers its members through dance techniques and arts-related skills. With unwavering support from industry professionals and partners, DADC continues to elevate its reach and impact, exemplifying the transformative power of artistry and inclusivity in dance.





## National Kidney Foundation (NKF)

[www.nkfs.org](http://www.nkfs.org)

NKF strives to be an advocate and integrator for kidney health and holistic care for the community, by the community. While supporting kidney failure patients with quality dialysis treatment and integrated care, its greater mission lies in preventing or delaying kidney failure.

More than 300,000 people in Singapore suffer from chronic kidney disease, and many more remain undiagnosed due to its silent symptoms. Kidney failure cases continue to rise at an alarming rate in Singapore with about six people diagnosed every day, a three-fold increase from two decades ago. NKF aims to arrest this disturbing trend by focusing on upstream education and prevention – in collaboration with the community at large, schools and its partners in the healthcare ecosystem, to help people understand the importance of a healthy lifestyle.

NKF supports more than 5,400 patients and beneficiaries, about 60% of the total dialysis patient population in Singapore, by providing quality dialysis treatment and integrated care to meet patients' physical, nutritional, and psychosocial needs. Through NKF's mission of Giving Life & Hope, NKF empowers patients to take ownership of their medical condition to lead fulfilling lives, contribute to families and the society.



## Singapore Disability Sports Council (SDSC)

[www.sdsc.org.sg](http://www.sdsc.org.sg)

Founded in 1973 by the then Ministry of Social Affairs with 10 social service agencies, the Singapore Disability Sports Council, or SDSC, is the national sports body for persons with disabilities. It is dedicated to transforming the lives of persons with disabilities through sport, through their engagement, participation, development and excellence.

SDSC aims to achieve this by establishing and influencing national disability sport initiatives, promotion and policies, providing guidance and support to disability sport organisations and advocates, representing the interests of persons with disabilities in sports, and overseeing the pathway and performance of talented individuals with disabilities.

Together with its members - an alliance of social service agencies, parasport and mainstream sport organisations, SDSC contributes to Singapore's movement towards greater inclusion, and has produced success stories like Asian Youth Para Games medalist Aloysius Gan and Singapore's most decorated Paralympian Yip Pin Xiu.

SDSC is a charity and an Institute of Public Character. It was awarded the Charity Transparency Award in 2022.



Singapore Repertory Theatre

## Singapore Repertory Theatre

[www.srt.com.sg](http://www.srt.com.sg)

Founded in 1993, Singapore Repertory Theatre (SRT) Company is one of the leading English language theatre producers and presenters in Asia. In addition to its repertoire of original musicals like *Forbidden City: Portrait of an Empress*, the company has produced a number of critically acclaimed plays that include *ART*, *The Pillowman* and *God of Carnage*. SRT was the first Singaporean theatre company on Broadway in 1998 as Associate Producer of *Golden Child*, which went from Singapore to New York and earned three Tony Award nominations.

SRT's mission is to enrich, engage and entertain audiences by staging theatrical productions and learning programmes of the highest calibre, collaborating with the best talent in the world. SRT's vision is to inspire, engage and entertain audiences of all ages.

SRT's international collaborations include Royal Shakespeare Company's *King Lear* and *The Seagull* starring Sir Ian McKellen, Oscar-winning Sam Mendes *The Bridge Project* (2009-2011) as well as *3 Titans of Theatre* – a season of works directed by Simon McBurney, Yukio Ninagawa and Peter Brook. SRT co-commissioned Peter Brook's *Battlefield* in 2015.

SRT produces the very successful Shakespeare in the Park season and is also one of the biggest producers of children's theatre in Southeast Asia with shows like *The Cat in the Hat*, *The Ugly Duckling* and *The Three Little Pigs*.

SRT is also very active in the local community with a Learning & Engagement programme that benefits thousands of students, teachers and children and which underpins a substantial investment in audience and talent development for the wider industry in Singapore.

SRT is supported by the National Arts Council under the Major Company Scheme for the period from 1 April 2023 to 31 March 2026.



**SUNCARE SG**

SUPPORTING THE WELL-BEING OF CHILDREN AND YOUTHS

### Suncare SG

[www.suncaresg.com](http://www.suncaresg.com)

Suncare SG works with other social service agencies, educators, child development experts, parent groups, youth groups, and volunteers to incubate, pilot, and scale science-based and outcome-driven programs focused on helping children and youth in Singapore to develop social and emotional competencies. Strong social and emotional competencies enable children to better understand themselves, interact positively with others, and to be able to communicate their feelings, and regulate behaviour. We believe that these skills are critical not only for children to navigate school but the challenges of life beyond school.

Suncare SG is a registered charity with the Commissioner of Charity and a member of the National Council of Social Services.

**Private  
MUSEUM**  
SINGAPORE

### The Private Museum

[www.theprivatemuseum.org](http://www.theprivatemuseum.org)

The Private Museum is a non-profit private museum in Singapore founded by Singaporean philanthropist, art collector and real estate developer, Daniel Teo, together with his daughter Rachel Teo in 2010.

Fuelled by passionate patronage for the arts, the museum aims to be an alternative platform to bridge the gap between the private and the public. It supports the exchange of ideas across cultures, educational initiatives, artistic and curatorial collaborations with collectors and practitioners of the arts.

With a vision to promote art appreciation, the independent arts space engages local, regional and international audiences from all walks of life. The Private Museum is a registered Charity and Institution of a Public Character (IPC) since 2010 and 2015 respectively.



### The TENG Company

[www.thetengcompany.com](http://www.thetengcompany.com)

The TENG Company Ltd. is a leading not-for-profit Singaporean arts company that reimagines the possibilities of Chinese music to expand creative boundaries, enrich the lives of the vulnerable and empower lifelong learning. TENG fulfils its mission through three key areas: artistically innovative projects, social impact programmes and industry empowerment efforts.



# THOUGHT LEADERSHIP



# Shaking Up the World with Generative AI

Accenture

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Thanks to ChatGPT, generative artificial intelligence (AI) is now opening a new chapter of enterprise intelligence across all sectors.

Such massive potential has ignited an eagerness in organisations across Southeast Asia to apply the technology for their business.

It is no longer a question of whether the technology will impact industries, but how. According to Accenture's *Technology Vision Report 2023*, this is a sentiment virtually unanimous among Singapore executives, with 99 per cent of them agreeing that AI foundation models will play an important role in their organisations' strategies in the next three to five years. With generative AI, we are now at an inflection point, with the technology set to have a transformative effect on work and reinvent businesses.

There are huge opportunities for companies to leverage generative AI for enterprise use cases, there are also risk and concerns that must be addressed. For example, in financial services, generative AI can be used to detect fraud, develop new investment strategies and personalise customer experiences. In healthcare, generative AI can be used to develop new drugs and treatments, diagnose diseases and improve patient care. In retail, generative AI can be used to personalise marketing campaigns, recommend products to customers and improve customer service. Some of the above, in fact, have already been implemented.

## Maximising potential while mitigating risks

Businesses must however understand both the opportunities and risks that come with it; peel back the technology stack that comprises generative AI – not just in terms of the possibilities of applications, architecture and infrastructure but also data privacy, intellectual property (IP) and security requirements. They must also understand potential legal, ethical and reputational risks associated with technology and implementation options chosen.

There are many ways to apply generative AI to an organisation, and leaders must discern which of these will be best used to maximise value creation and grow one's competitive advantage.

## How can businesses ride this technological evolution curve?

Businesses looking to tap into the power of large language models (LLMs) or generative AI should take the following actions:

### 1. Get your proprietary data ready

To fully take advantage of LLMs, companies need to fine-tune the pre-trained LLMs with company-specific data to better enable the model to operate within the context of their industry and business.

### 2. Invest in the foundational AI architecture

AI architecture needs to be a de facto architecture to maximise the potential of LLMs across the enterprise, from back-office to customer experience. This means upfront heavy lifting, including labelling data with metadata, creating synthetic data to fill in the gaps and sharing data as a product and a single source of truth across the company.

### **3. Rethink the AI operating model**

To date, many large enterprises have chosen to decentralise their data science capabilities; however generative AI requires a hub-and-spoke approach, where foundation models are managed in the centralised hub, while domain-specific fine-tuning is performed “at the edge” with the business experts.

### **4. Revamp talent strategies**

Every role in every enterprise has the potential to be reinvented and helping everyone keep up with technology-driven change will be the biggest factor in realising the full potential of generative AI.

Accenture estimates that generative AI will impact 40 per cent of people’s working hours. Organisations will need to radically rethink how work gets done. Some employees will need to up-skill to be effective, while others will need to adapt to working with an AI co-pilot. New roles such as Prompt Engineers will be introduced.

### **5. Ensure comprehensive AI governance**

Leveraging pre-trained models can be exposed to bias, risk of plagiarism, or copyright infringement. There are also open questions about IP ownership and, just as with other forms of AI, the replication of pre-existing biases from the training data. At their heart, companies need to be responsible by design that propagates across the AI lifecycle.

### **6. Embrace the AI ecosystem**

It is essential to redesign the enterprise ecosystem strategy to ensure the organisation is prepared to take advantage of the enormous amount of innovation coming out of AI ecosystem partners, large and small, as a critical accelerant of AI ambition.

Generative AI is ushering in a new era of Total Enterprise Reinvention, where everything from science to business to society itself will be transformed. It is a new era of AI where companies will need to radically rethink how work gets done and invest in people to reap the value of AI in a responsible way.

*The author is Lee Joon Seong, Senior Managing Director, Southeast Asia Data and AI Lead at Accenture.*



# How Boards Can Lead the Charge for Good Governance

## Diligent

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When we consider corporate governance, we tend to focus on overarching concerns such as ESG considerations, risk management, fraud prevention and compliance – and rightly so. However, while focusing on these subjects, organisations in both Singapore and ASEAN inadvertently overlook an area that, if rectified, could significantly influence the effectiveness and sustainability of organisational governance.

Board meetings.

Directors are called to lead by example, and board preparation and meeting management are good areas to put principles of sustainability and efficiency into practice. Preparing for board meetings in Singapore takes up a substantial amount of resources. Reams of paper are used to create board books and meeting packets, which not only consume scarce resources but also present challenges in terms of searching for specific topics, annotating, making amendments and managing version control. Physical copies, if lost or misplaced, could also pose security risks.

Attempting to digitise and encrypt these materials using generic in-house tools such as SharePoint and other cloud-storage services is an admirable effort, but busy directors typically face issues of inconvenience, lack of accessibility, confusion in version control and inadequate security measures. Last-minute amendments, whether to hard or soft copies, also leave board members with little time to review information and be adequately prepared for the board meeting.

When board preparations, meetings and ongoing collaborations are managed efficiently, it trickles down throughout the organisation and creates a culture of shared responsibility and good corporate governance.

## Security

In the second quarter of 2022 alone, there were nearly two million cyber-attacks in Singapore. According to the International Trade Administration (a US government agency) citing Check Point Research, the most common incidents were ransomware attacks and data theft. The cost to companies is estimated at S\$1.7 million per breach. It is hardly surprising that cyber security ranks as a foremost concern for the Singapore government and organisations alike.

But when boards make cyber security a priority, they need to walk the talk. How are busy company secretaries preparing and sharing board material? How are directors, likely juggling multiple board seats, consuming, reviewing and collaborating on the board material? Which channels do they use? Emails aren't protected and carry a greater risk. Think of where a director might receive a copy of the board book to their personal email account. This gives the organisation less control over security and introduces a potential path to a data breach.

Existing cloud-storage sites used by organisations aren't much better and can also be easily hacked. Considering the type of sensitive information that board directors typically view – mergers and acquisitions information, earnings reports, IPOs, stock buybacks and the like – the consequences of a data breach are massive.

To model the importance of cyber security for their organisations, boards should look closely at how they communicate, share and consume these materials. Highly sensitive data demands highly secure data storage.

Security and accessibility extend to how meetings are conducted. The Covid pandemic necessitated boards to run digital meetings, which continue to this day.

Productive meetings start with a precise board meeting agenda. Board programmes can serve as a framework to establish a board meeting agenda while improving alignment and collaboration across the board cycle. The stages of a board programme include:

- Information gathering: Looking at notable agenda items, recurring discussions and challenges.
- Building a table of agenda items around pillars, ongoing areas of interest and emerging issues.
- Feedback and input: Aid in transparency and accountability through soliciting input from chairs, board committees, C-suite and executives.
- Adjusting and refining the agenda, reviewing it as urgent items are added.
- Involving the business by discussing agenda items with key management stakeholders and decision-makers.

These five stages can be optimised with a secure and centralised governance platform that has automation, collaboration and agenda-building capabilities. Ideally, the board programme should allow company secretaries to immediately access relevant information to structure their agendas, invite input and collaborate with various stakeholders, allow for seamless evolution and review, and securely share the items with board members. Obviously, these are not features immediately available with commonly-used digital meeting tools.

The bottom line is that boards should lead the way in prioritising security, whether preparing for or holding meetings, because they are responsible for securing their organisations' most sensitive information.

## Sustainability

Then there is the cost of paper and ink in creating meeting materials which are just part of the overall cost of preparing for and running meetings. Costs for the meetings of large listed companies can be exorbitant, considering the preparation and time consumed for directors and management, internal resources used to generate board information and various other expenses. Even in small companies and not-for-profit organisations, board meetings can impose a substantial opportunity cost by consuming limited company resources, including valuable management time.

The irony is that cost efficiency is typically top of the agenda of these board meetings. Participants can spend hours poring over operational costs when the opportunity to cut costs and improve efficiencies is quite literally staring them in the face.

By using the right technology, organisations can realise a myriad of benefits. Forrester found that organisations using Diligent's Board and Leadership Collaboration solution can cut up to 60 per cent of time previously spent on board and committee material creation – a whopping 1,600 man hours. In three years, this time saved adds up to US\$62,000 (S\$84,500) in savings. IT support time is also reduced by 623 hours, freeing one of the most typically resource-strapped teams to focus on other priorities. Finally, reducing the risks of a breach through lost materials or compromised accounts can total up to US\$21,000 in savings over three years.

## Efficiency and productivity

Unproductive meetings are not only a drain on the time and resources of busy directors and management, they are also a waste of shareholders money. And worse, they can impact organisations through poor decision-making and reduced board effectiveness.

While these may seem par for the course for meetings, past research suggests a link between unproductive meeting behaviours – such as wandering off topic, complaining and criticising – with negative company performance, such as lower levels of market share, employment stability and innovation.

When boards are ineffective, organisations are exposed to risks and directorial confidence within management diminishes. Far from being an aid to good governance, the boards become a hindrance to management. In summary, good corporate governance starts at the top. Just as boards recommend investments to organisational infrastructure and resources, so there should be investment in ensuring transparent, efficient and secure board meetings.

# How C-suite Leaders can Build Enterprise Resilience in a Time of Permacrisis

PwC Singapore

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In an era where disruption is the norm, PwC's *Global Crisis and Resilience Survey 2023* highlights a revolution in resilience.

Resilience is more than just the ability to navigate a crisis – it is a strategic imperative. Executed effectively, a resilience programme provides the stability to weather disruption and the opportunity to thrive where less-prepared competitors may not.

In Asia, almost two thirds of organisations have moved toward an integrated resilience programme – but only one in five is fully integrated.

Below are three key takeaways for C-suite leaders from the survey:

## 1. Integration: An integrated resilience programme is essential

It is no longer sufficient for organisations to be in silos as they address today's complex and interconnected risks. Enterprises are actively moving to an integrated approach to resilience, centrally governing and aligning multiple resilience competencies around what matters most to the business, and embedding the programme into operations and the corporate culture.

## 2. Leadership: Thriving in a permacrisis requires a senior leader, executive sponsorship and upskilled teams

A successful resilience strategy and programme needs executive sponsorship from the C-suite, a senior leader with clear responsibility for the programme, and a skilled team to drive the programme across the organisation.

## 3. Programme approach: Building operational resilience around what matters most and turbocharging efforts with technology

Organisations must build operational resilience and ensure that enterprise planning and preparation are part of a broader continuous cycle. As more organisations integrate their resilience programmes, many are adopting the core principles of an operational resilience (OpRes) approach, focusing on protecting what matters most and prioritising investment based on what's critical to their organisation and stakeholders. This allows organisations to manage risks with high reliability and to drive efficiency.

**Source:** *Global Crisis and Resilience Survey 2023: Singapore views*

*The author is Jayme Metcalfe, a partner who leads PwC Singapore's Crisis and Resilience practice.*



# Ensuring Responsible AI Implementation

## RSM

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In a September 2022 Forbes article, the benefits of Artificial Intelligence (AI) in shaping the future of healthcare took centre stage. Fast forward to March 2023, Goldman Sachs predicted that 300 million jobs could be at risk due to the ascendance of AI. Adding to this, in June 2023, a US lawyer apologised for using ChatGPT to prepare a court filing, which generated fake cases and rulings.

As AI becomes more pervasive, it brings both benefits and challenges that must be effectively addressed. Therefore, it is essential to establish robust frameworks of Governance, Risk and Compliance (GRC) to ensure responsible and ethical AI practices.

### Governance

Governance involves defining policies, procedures, and decision-making processes to guide the development, deployment and operation of AI systems. Through the implementation of robust governance practices, organisations can promote transparency, mitigate bias and ensure that AI technologies align with their values and objectives. Examples of governance policies include an acceptable use policy for AI, data security and confidentiality policies, an access control policy for authorised AI usage and an AI ethics policy.

### Risk management

The advent of AI brings forth new risks that need to be identified, assessed and managed appropriately. These risks may include biased decision-making, privacy breaches, security vulnerabilities and regulatory non-compliance. For instance, it was widely reported in May 2023 that cyber-attacks in India surged by 18 per cent in the first quarter of 2023 due to the rise of AI tools such as ChatGPT. GRC frameworks can aid organisations in systematically analysing and mitigating these risks. By conducting risk assessments, implementing monitoring mechanisms and establishing controls, businesses can minimise the potential negative impacts of AI and safeguard against legal, reputational and operational risks.

### Compliance

AI applications are subject to various legal and regulatory requirements. GRC frameworks help align AI initiatives with data protection and privacy regulations (e.g. PDPA/GDPR), as well as regulations related to financial services, healthcare, consumer protection and cyber security. Ensuring compliance with these regulations is paramount to avoid legal consequences and reputational damage to the organisation. A standard compliance check when using AI pertains to data privacy, whereby steps should be taken to protect personal data, including obtaining consent, anonymising data where necessary and implementing appropriate security measures.

### Data privacy and security

AI relies heavily on data, often involving sensitive and personal information. GRC frameworks provide guidelines and controls to ensure data privacy and security throughout the AI lifecycle. This includes data handling practices, secure storage and disposal, access controls and compliance with relevant data protection regulations.

### Accountability and transparency

GRC practices promote accountability in AI development and usage. They emphasise the need for clear lines of responsibility, proper documentation and sound auditability of AI systems. This enables stakeholders to

understand and verify how AI systems operate, how decisions are made, and how potential biases or risks are addressed.

The implementation of GRC ultimately ensures that emerging or developing technologies – in this case, AI – are developed and used in a responsible, ethical and compliant manner while mitigating risks, enhancing accountability and maintaining public trust in such systems.

*The authors are Partners in RSM Singapore's Technology, Media and Telecommunications practice. Adrian Tan is Industry Lead and Hoi Wai Khin is Deputy Industry Lead.*

# Good Governance = Good Branding (if we all work together)

## Singapore Exchange Regulation

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Rules need to improve and evolve with the times. The nine-year rule, for example, has recently been updated. Queries by the regulator help ensure transparency and equity. In the final analysis, when achieved, good governance is good for the regulator, companies and the market. In today's uncertain and challenging world, the link between governance and branding is stronger than ever.

Recognising this, Singapore Exchange Regulation (SGX RegCo) expands much effort on raising the branding of not just the market, but also of companies listed on the exchange. We know that participants will only come to our market if the companies are attractive to potential investors and traders.

It is therefore crucial that companies continue to work – in tandem with the exchange – on strengthening their governance arrangements and improving their brand positioning for their long-term sustainability. Consider the following ways that companies can work with us on this.

### Admissions and continuing quality assurance

SGX RegCo has rules designed to ensure that the companies that do list are companies that people would want to invest in. These rules cover areas such as requirements on profitability and market capitalisation. We have also worked with the Association of Banks in Singapore to raise standards of due diligence conducted on companies planning to list on the exchange. To maintain quality in the longer term, other rules apply on a continuing basis and they are designed to ensure good governance and internal controls.

As with all rules, room for discretion and flexibility should exist. These flexibilities in our rules allow for innovation and development. In major sports tournaments, a small number of “wildcard” slots may exist. These are often given to promising young players in the expectation that they will add value to the tournament.

We have built similar flexibilities into our Rules. One recent example is the new framework for the listing of Special Purpose Acquisition Companies (or SPACs). Such flexibility must understandably be exercised and utilised judiciously. When we assess SPACs for listing, we weigh factors such as the track record and experience of the sponsors. Only quality sponsors can list SPACs on our market. We also have rules that align the interests of the sponsors with those of shareholders so the sponsors are incentivised to identify and vet high-quality targets to list.

Through this mechanism, we hope to facilitate the listing of pioneering companies that add value to our market. But we are also conscious that rules can only do so much. What is more important is that companies and boards internalise and adhere to the spirit of the rules and not just the letter.

### Evolving rules

Earlier this year, we made changes to the nine-year rule for independent directors (IDs). When the rule was first introduced, some flexibility was built into the rules for companies to retain quality IDs. But over time, we observed that this flexibility was being used liberally rather than sparingly.

This led to us hard coding a nine-year cap on the term of IDs. Some have loudly lamented these changes. But many others have quietly heaved a sigh of relief. They have told me that this is a good development and that it will help bring renewal to our market.

In this regard, I want to emphasise that the changes to the rules on IDs, and our earlier reforms requiring companies to put in place a board diversity policy should always be read together. Both sets of rules are



designed to work in tandem to encourage companies to renew and refresh their boards to ensure that they have the necessary skills, talents, experience and diversity.

In sports, new coaches are often brought in to revitalise teams and individual competitors. We similarly believe that the infusion of new blood can help companies update themselves, improve their performance and branding, and become more attractive to investors.

If, however, IDs simply end up playing musical chairs as a result of our nine-year rule with the existing crop of directors swapping positions across companies, it is unlikely that corporates will achieve that objective. I would therefore encourage companies and boards to implement appropriate processes to identify and recruit potential new candidates for their boards such as making use of the Singapore Institute of Directors' (SID) Board Match and Board Listing initiatives.

The last point I want to make on the nine-year rule is that the rule imposes a nine-year limit for IDs; it does not guarantee them a nine-year term.

In sports, competitors work hard to maintain their form, timings and rankings so they can continue to qualify for the next race, competition or tournament. Directors should similarly make sure that they remain "in form", earn their seats and continue to add value to their companies.

Nominating Committees should conduct evaluation of the performance of directors every year to make sure they still bring benefit to companies. SID has recently launched an accreditation framework for directors to help uplift the directorship profession. Companies and directors are encouraged to make the effort to upskill themselves through participation in such mechanisms.

## Tech tools

In the day-to-day oversight of companies, SGX RegCo may issue public queries on unusual trading activities or disclosures. We deliberate over and weigh each query before sending it because we are cognisant of its chilling effect on the market.

To reduce the rate of false positives that may trigger a query, we have introduced technology such as artificial intelligence and other regulatory technology ("RegTech") solutions. The outcome is that the queries that we do issue are fewer and they are of higher quality. Our regulatory resources are also freed up to focus on higher risk areas.

We are also doing more behind the scenes to actively engage our companies on our expectations, and how they can make appropriate and timely disclosures. As companies become more adept at producing clear, current and comprehensive disclosures, we believe the number of disclosure-related queries will decline further.

The result will be that the market will function more smoothly, queries from the regulator will become fewer and disclosures will become higher quality. This is a work-in-progress. But I would like to note that in the past year, we've already seen an encouraging decrease in the number of queries that we've had to pose to our listed companies.

## Moving forward together

An attractive capital market is not just about the exchange. Individual companies, and their branding, are just as, if not more, important. All communities, including market communities, can only survive and thrive if their members cooperate and work together. We look forward to partnering all our companies and their boards to improve governance standards and the overall branding of our market.

*The author is Tan Boon Gin, CEO of Singapore Exchange Regulation.*

# Capitalising Assets for Good

## Singapore Pools

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Singapore Pools has a rich history and purpose that has been woven into the fabric of Singapore's story for 55 years. One of the first objectives for Singapore Pools when it was set up in 1968 was to divert monies that would otherwise be lost to overseas illegal operators for the construction of the first National Stadium, a key infrastructure for public use.

Singapore Pools has consistently passed on nearly 97 cents of every one dollar to Singapore and Singaporeans through prize payout (70 cents), gambling duties and taxes (22 cents), and contributions through Tote Board (5 cents). The organisation keeps its operating expenses low, at 3 per cent of revenue.

The ways in which Singapore Pools pays it forward in society have taken on many forms over the years. Apart from providing funding for major national projects through the Tote Board, it gives back to the community by capitalising and sharing its assets – its infrastructure, its digital know-how and its people. It is through this sharing that Singapore Pools reaches further to all its beneficiaries.

### Infrastructure capital

With more than 300 touchpoints across the heartlands of Singapore, Singapore Pools has been able to support worthy causes by contributing spaces within its offices or outlets.

During the Covid pandemic, Singapore Pools turned 25 of its outlets into temporary collection points to make it more convenient for people to claim mouth gargle that was given out as part of the nationwide Temasek Foundation's Stay Prepared initiative. Close to 75,000 households collected their mouthwash at these outlets, accounting for over 50 per cent of self-collections islandwide.

Social agencies like Unlocking ADHD and Caring Fleet have also benefited from using spaces owned by Singapore Pools rent-free, enabling them to channel more funds to projects that positively impact the community.

Since 2007, Singapore Pools has offered more than 8,000 square feet of retail space to social service agencies for use on a rent-free basis including The Majestic Chinatown which houses the Majestic Smart Seniors Applied Learning Centre for seniors to pick up digital skills.

### Digital capital

As a tech-driven organisation that is constantly evolving in tandem with the emergence of new technologies, Singapore Pools is positioned to provide expertise to charities when it comes to tech-related matters.

In 2018, Singapore Pools set up iShine Cloud to help charities with their digital transformation. Leveraging the IT infrastructure and resources from Singapore Pools, iShine Cloud aims to boost the productivity and governance processes of charities, thus allowing them to focus on serving their beneficiaries. The team also holds free online clinics to impart knowledge and share insights into how charity organisations can leverage the latest technologies to improve their operations. There are now 55 charities and over 2,000 users on the iShine Cloud platform.

### Human capital

Singapore Pools firmly believes in leading by example when it comes to passing it on. The staff community programme was established in 2003 to bolster the organisation's efforts in helping to make Singapore a better place to live for all.

For the past 20 years, Singapore Pools staff have contributed their time and effort to a multitude of initiatives related to sports, environment, the youth, the elderly and the underprivileged. In the past three years, over 24,000 volunteer hours were clocked by Singapore Pools employees, with a volunteerism rate of 60 per cent. In celebration of its 55th anniversary, all branches were closed for a half day to enable its employees to volunteer at the Singapore Pools Community Day 2023. The signature executive football fundraiser Football with a Heart 2023 organised by Singapore Pools raised more than S\$1.2 million for charities.

The Singapore Pools Academy was formed in 2019 to institutionalise the learning capabilities and programmes developed by Singapore Pools over the years. The Academy, anchored with Singapore Pools' pledge to uplift the community, is also dedicated to helping social service organisations build capabilities through purposeful human capital development initiatives.

In FY2022-2023, 651 training places were offered to charities to equip their staff with the relevant skills in the areas of Microsoft 365 applications and Business Process Automation. The Academy offers a series of complimentary training programmes to support social service organisations in upskilling and reskilling their workforce. Between 2019 to 2022, the Academy offered over 33,000 learning seats to Singapore Pools employees and charities.

The Academy also teamed up with Singapore Polytechnic and SkillsFuture Singapore to launch the SgPools Academy-SP Connexion programme to offer programmes for mid-career switchers who are interested to join the social service sector. The programme, which ran from 2021 to 2022, held three intakes for 39 students. Singapore Pools continues to prioritise employee capability-building programmes to develop the mindsets, behaviours and skills needed to support its people in achieving their full potential and to support Singapore Pools' transformation journey.

These efforts go towards building a resilient, future-proof workforce that is critical to Singapore in achieving new levels of societal progress and prosperity.

Helping Singapore and Singaporeans is something that will continue in the years and decades to come. This, after all, is the guiding purpose of Singapore Pools.

*The author is Chin Sau Ho, Senior Director, Community Partnerships & Communications, Singapore Pools (Private) Limited.*



# How to Determine If You Need 5G for Business Growth

## Singtel Enterprise Business

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For all the buzz that fifth-generation (5G) wireless network technology is generating among consumers, 5G benefits are expected to empower businesses first and foremost.

With speeds up to 100 times faster than 4G data networks, lower latency and power usage, and its massive connection density, 5G offers enterprises a radical new vision for doing business in the near future. Driverless cars, smart factories and telemedicine are only the earliest business use cases for a technology that will accelerate business transformation over the next 20 years.

By 2035, 5G is expected to help generate US\$13.2 trillion (S\$18.0 trillion) of global economic output, according to an IHS Markit study in 2019. That kind of impact is only to be expected from a technology that “will act as a catalyst that turns mobile into a robust and pervasive platform that fosters the emergence of new business models and transforms industries and economies around the globe,” as the study explains.

You might ask yourself: What kind of capabilities can my business unlock with a 5G network? And that’s not a bad question. But is it the right question?

### Put business problems and opportunities first

Without the right in-house expertise, choosing to adopt an emerging technology first and figuring out its benefits later can be counterproductive for the business. In this case, the organisation could simply end up adopting 5G and changing its business to fit the technology after the fact, instead of adapting 5G to the specific needs of the market and customers.

Enterprises should adopt a business discovery process that first dives deep into the business’ problems and opportunities, then thinks about solutions.

Before asking the “What technology?” question, businesses should start with questions that focus on solving singular problems within the business or customer experience; like, “How can we reduce machine down time?” or “How can we improve customer service through our call centre?”

Grounding business discovery on the user first, and using empathy to discover solutions to the user’s problems, can help ensure the business’ 5G use case will be relevant to the business’ needs. In this way, the solution is more likely to be commercially viable and scalable in the long run.

### Industry-specific needs

The Industry 4.0 revolution currently transforming the manufacturing sector depends on interconnected “smart” systems that use information to drive the production process. A Manufacturing Institute survey in 2021 reported that over half of manufacturers say they will adopt 5G by the end of 2021, with only 2 per cent saying that they will never implement 5G in their facilities.

It is almost a no-brainer. Many of the limitations experienced by legacy systems in Industry 4.0 applications (4G and WiFi interference in industrial settings; wired connections’ lack of scalability) seem to be overcome quite neatly by 5G’s natural advantages.

5G underpins the reliable, high-bandwidth communications channels necessary for full implementation of Industry 4.0, enabling more efficient data gathering through connected devices and more comprehensive wireless control for factory robots, among other things.

With 5G being such a natural fit for the manufacturing sector, manufacturing decision makers should be mindful to first parse out the problems they need to solve on the factory floor, before ordering a 5G solution to suit it.

## Growing number of 5G applications

As the technology matures, 5G solutions are likely to come to the fore in an increasing number of industries and their specific problems.

Healthcare professionals looking for solutions to limited accessibility and compliance may find 5G-enabled telemedicine to their liking. The technology facilitates secure and quick transmission of large files and in edge computing applications.

Financial services professionals seeking fraud prevention and contactless transaction solutions may find an obvious solution in 5G. The technology facilitates access to secure cloud computing platforms and enables businesses to cope with huge volumes of data thanks to its low latency and high bandwidth.

And in the transportation sector, 5G can provide end-to-end connectivity that solves a wide range of issues, from city planners' need to visualise traffic flow to the increasing adoption of driverless vehicles. Several autonomous vehicle trials are under way in Singapore, in line with the government's #SmartNation initiative.

## Factors to consider before adopting 5G

Despite its increasing uptake, 5G should not be considered a magic solution to all business ills. The business discovery process places 5G in its proper place – the means and not the end – as the value this technology provides can be unlocked in a select number of use cases. (For now.)

For starters, 5G excels in use cases that rely heavily on collecting and analysing data. These cases are expanding, partly thanks to the Internet of Things (IoT) reaping data from factory machines, delivery trucks, even coffee machines and livestock trackers. 5G's low latency and connection density enables IoT deployment in a growing number of sectors, even those not traditionally associated with massive data collection.

But until a sweet spot between its cost and benefits can be reached, not all industries can leverage 5G-enabled IoT. There is no need to jump in immediately; many businesses should wait and see before cost and availability issues are sorted out.

The availability of a reliable 5G network should be another factor to consider. Until 5G networks become more widely available, companies that require coverage in a restricted or remote area (like factories or production sites) may benefit more from 5G.

That should not stop other businesses from trying it out at a small scale, when possible.

In Singapore, platforms like Singtel's GENIE can let companies test the applicability of 5G for their own particular use cases, on their own premises, without having to spend on a full 5G roll-out.

## Growth of 5G

Given 5G's inevitable adoption as a global communications standard, adopting it for business is not a matter of if, but when.

McKinsey, in its report on *The 5G Era, New horizons for advanced electronics and industrial companies* (2020) expects 5G to become an industry standard by 2030. In the same way we automatically use 4G technology in business use cases today without a second thought, the "use of 5G to enable distinctive use cases with clear performance benefits will be less common" in the future.

In the same vein, companies considering 5G today may need to consider their needs carefully, given present-day limitations on network coverage and technology deployment. But these setbacks are temporary. In time, companies may soon find 5G to be the most powerful solution to its problems, and that point will come sooner rather than later.



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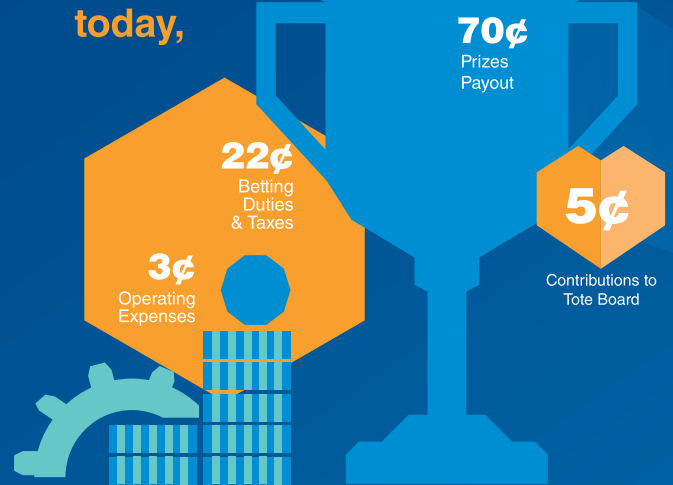
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