

Individual Action Plan (2016)

Economy: Singapore

<p>Ratio of women's representation in leadership* in both the public and private sectors (* based on each economy's indicators and definitions, or equivalent to P-5 and above of the UN; see https://careers.un.org/lbw/home.aspx?viewtype=SC)</p>	<ul style="list-style-type: none"> • Proportion of Women Members of Parliament: 24.2% (24 out of 99 seats) (As at Aug 2015) – exceeding the Inter-Parliamentary Union's world average of 22.7%². • Proportion of Women Permanent Secretaries in Civil Service: 22.7% (5 out of 22) (2015) • Proportion of Women Deputy Secretaries in Civil Service: 32.4% (11 out of 34) (2015) • Proportion of Women in Civil Service: 56.7% (2014) • Proportion of Female judges in Supreme Court: 25% (6 out of 24) (2015) • Proportion of Female Judicial Officers in Supreme Courts³: 44.8% (13 out of 29) (2015) • Proportion of Female Judicial Officers in State Courts⁴: 43.8.% (32 out of 73) (2015) • Proportion of Women Employers: 28.3%(as at Jun 2015) • Proportion of Female Grassroots Leaders: 44.1% (2014) • Proportion of Women holding Directorships on Boards of SGX-listed companies: 9.5% (as at end 2015)
<p>1. Elected Members of Parliament (MPs), Non-Constituency Members of Parliament (NCMPs) and Nominated Members of Parliament (NMPs).</p> <p>2. Both houses combined as of 1st December 2015. http://www.ipu.org/wmn-e/world.htm</p> <p>3. Judicial officers include the Registrar, Deputy Registrar, Senior Assistant Registrars and Assistant Registrars.</p> <p>4. Judicial Officers in the State Courts concurrently hold the appointments of District Judge and/or Magistrate, Coroner, Registrar/Deputy Registrar.</p> <p>5. http://www.diversityaction.sg/wp-content/uploads/2016/02/News-Release-Largest-companies-show-the-way-with-women-at-10.2percent-of-directorships-2016.02.29b.pdf</p>	

Voluntary goals of women's representation in leadership in public and private sectors toward by the end of 2020

(%; total target of increasing the share of women in leadership positions which are based on each economy's indicators and definitions, or equivalent to P-5 and above of the UN)

Women in Singapore are not perceived as a disadvantaged or marginalized group, warranting special attention or affirmative action. Our approach to gender equality is founded on the principle of equal opportunities for men and women on the basis of meritocracy.

Women's Representation in Leadership Positions in Public Sector

In the Singapore Public Service, women are appointed to leadership and decision-making positions based on the principles of equal opportunity and meritocracy. These principles also apply to selection for talent and leadership development programs in the public sector. The Public Service Division of the Prime Minister's Office ensures there is no structural gender bias in our policies and programs. Candidates, both men and women, are nominated and selected for such programs based on merit. As part of these talent and leadership development programs, officers are given equal access to a core set of developmental initiatives that include milestone courses and mentorship/coaching programs at various stages of their careers to better prepare them for their roles and responsibilities.

Women's Representation on Corporate Boards

In 2012, a Diversity Task Force regarding Women on Boards was formed to examine the state of gender diversity on boards in Singapore, as well as its impact on corporate performance and governance. The Task Force launched its report, "Gender Diversity on Boards: A Business Imperative" on 25 April 2013.

Based on its findings and feedback, the Task Force does not recommend imposing quotas or setting targets as the causes for the low percentage of women on boards are complex and intertwined. Part of the challenge relates to demand factors, ranging from the lack of awareness about the importance of gender diversity, to over-reliance on personal networks to source for directors and looking for candidates with past board experience. Another challenge relates to supply factors, where some women who are capable of serving on boards do not do so due to a mix of reasons such as family responsibilities or being uncertain of how their skill sets fit the needs of the boards.

Instead, the Task Force recommended a multi-stakeholder approach that empowers stakeholders to own and play their respective roles or collaborate and collectively address the underlying root causes. The Task Force encouraged Government and regulators to take the lead and set the tone for the rest of the stakeholders. Besides the support of the Government and industry, companies were encouraged to play their part in making the appointment of more women on boards an economic and business reality.

BoardAgender

BoardAgender, an initiative of the Singapore Council of Women's Organizations, was launched in 2011 with the support of MSF. It facilitates greater awareness of the benefits of gender-balanced business, and encourages and enables women to

	<p>contribute their expertise in boardrooms and committees. It organizes talks and seminars by organizations that have built the right culture for women to reach their fullest potential, and by successful women. Since 2011, it has collaborated with the Centre for Governance, Institutions and Organizations of the National University of Singapore to produce the Singapore Board Diversity Report annually. The report covers the health of corporate board diversity in Singapore.</p>
<p>Include a brief plan of action of how your economy plans to achieve your voluntary goals.</p>	<p>While Singapore's approach to gender equality is based on equal opportunities and meritocracy, we do recognize that there are some areas where we can further facilitate women's advancement through various initiatives. Among the ten recommendations detailed in its report, the Diversity Task Force regarding Women on Boards proposed the establishment of a Diversity Action Committee to facilitate the implementation of the recommendations. The Committee was formed in August 2014, comprising illustrious business leaders and professionals from the private, people and public sectors, under the auspices of Singapore Exchange Limited, to increase the proportion of women represented on the boards of companies listed on the Singapore Exchange. Adopting a multi-stakeholder approach, the Committee aims to raise awareness of the importance and benefits of gender diverse boards, champion best practices that support gender diversity and inspire relevant stakeholders toward appointing women board directors. It works with various institutions to expand the pool of board-ready women and has regular communication with the business community. The Committee reports that companies, large and small,</p>

	<p>improved in their gender diversity at the top decision-making body in 2015. Women directors held 9.5% of directorships in all 758 SGX-listed companies as at end 2015, up from 8.8% in 2014 and 8.3% in 2013. Singapore's largest companies which are in the Straits Times Index (STI) led the progress in increasing women directors in 2015. STI companies achieved 34% growth, with women's representation reaching 10.2% as at end 2015, up from 7.6% in the previous year.</p>
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- ✓ *The voluntary goals will be reviewed by each economy in the process of developing Interim report.*