



FROM THE EDITOR

2010 appears to be zipping through very quickly. The much talked about green shoots seemed to have taken some shape, although uncertainty remains. Nevertheless one must remain positive as it is such positivity that ensures some degree of risk taking which leads to business growth as well.

Hence, this issue of the Bulletin focuses on growth, within Singapore and out. What better way to obtain guidance on how to grow than to speak with the CEO of Ascendas, Ms Chong Siak Ching. Siak Ching was forthcoming and provides insights on strategy, planning and the roles of the board and management in the growth of the company. This is followed by an article which touches on the state of the IPO market in Singapore in 2010. This provides a positive upbeat to the scene.

Governance remains the key focus of this Bulletin, and with this in mind, an article which concludes that sovereign wealth funds tend to invest in countries where the governance standards are lacking is prevalent has been included. Whether this is a necessary evil that cannot be avoided remains a difficult question to answer, but at least one can argue that with such investments, sovereign funds can at least start to hand over some critical aspects of good governance to the various economies they invest in. The issue of sovereign funds is followed by a discussion on whether there should be or can be professional independent directors. This is a vexed issue for which no easy answers are available. But the discussion is timely as the Monetary Authority of Singapore recently put out a consultation paper seeking to tighten governance practices of banks

and insurance companies in Singapore. One such proposal relates to the tenure of the director. A proposal suggests that any director who has been an independent director in a company for nine years or more must necessarily not be considered an independent director thereafter.

Following through on directors, the issue of how many boards ought a director to sit on is yet another matter where easy answers elude. Regardless of what this Editor feels, the fundamental element must really depend on the aptitude and attitude of any one individual. As one renowned director noted “a directorship at the end of the day is one of trusteeship and as such the individual should be entirely mindful of his duty of care and diligence, the obligation of service, and the code of honour he or she should uphold as a director. This must be the ethos that motivates the person to be a director and to serve before considering other issues.” Likewise, Mr JY Pillay, who arguably reignited the discussion at a recent presentation that he made, rightly noted that individual directors must to be true to themselves and assess their ability, availability, knowledge etc sincerely and bear in mind the maximum number in terms of not stretching themselves when considering directorships.

In keeping with the discussions, the Institute also put out a press release published on 26 March 2010 in the Business Times on the matter, a copy of which is reproduced in this Bulletin. The article concludes that there is no magic number as to how many boards one can sit on and that this is more appropriately determined by the director



FROM THE EDITOR (Cont'd)

himself and the Nominating Committee and the Board on which he is a member. The Institute however believes good governance require regular and objective evaluation of the performance of all boards and directors and advocates listed companies to provide greater disclosure of directorships held

by their board members. We hope all members will note the Institute's position on this issue.

It remains for me to ask members to please send us their views, articles and more for this Bulletin. Till the next issue, wishing one and all the best!

Kala Anandarajah
Editor

SID Governing Council 2010

Chairman	: Mr John Lim Kok Min	
Vice-Chairman	: Mr Reggie Thein	
Vice-Chairman (Designate)	: Mr Adrian Chan Pengee	
Treasurer	: Mr Basil Chan	
Council Members	: Mr Keith Tay	Ms Kala Anandarajah
	Mr Boon Yoon Chiang	Mr Will Hoon
	Mrs Yvonne Goh	Dr Ahmad Mohd Magad
	Mr Yeoh Oon Jin	Mr Daniel Ee
	Mr Lim Hock San	Mr Yeo Wee Kiong
	Mrs Fang Ai Lian	Mr Willie Cheng
	Ms Yeo Lian Sim	