



SESSION 2

HOW BOARD-READY ARE WE FOR THE FUTURE?

Michele Kythe Lim, President/CEO of ICDM (Moderator)
Datin Sunita Mei-Lin Rajakumar, Chairperson of Caring Pharmacy Group Berhad
M Nazri Muhd, Founder/President of MyFinB Group
Dali Sardar, Founder/CEO of DTA Capital

5 KEY DISCUSSION AREAS

- The reality of boardroom diversity – balancing between quotas and meritocracy
- How creative abrasion as a core capability can drive innovation through diversity of thought and conflict
- The new era of leadership with AI for decision making, automation or even an AI ‘director’
- Placing sustainability at the very core of the business agenda – the integrity of this value creation story is key in building trust and reputation, now and beyond
- What are the essential actionable drivers that boards must consider in building a robust future?

BOARDROOM DIVERSITY

Landscape of boards and directors



5,231
total
number of
individual
directors

Breakdown of director population by gender



4,398
(84.08%)
Men



833
(15.92%)
Women

5,231 individual directors holding 6,497 board positions

2,116
Executive

1,137
Non-Independent
Non-Executive

3,244
Independent
Non-Executive

83%

of directors hold only 1
board position

50 years

tenure of the longest-serving
executive director

40 years

tenure of the longest-serving
independent director

(Source: CG Monitor 2019)

BOARDROOM DIVERSITY

Gender diversity on boards and senior management



634
listed issuers
have at least
1 woman
director on
the board

23.68%

(2016: 16.6%)

of board positions on the
top 100 listed issuers were
held by women

15.69%

(2016: 12%)

of board positions on
all listed issuers were
held by women

134

listed issuers with
30% or more
women directors



16

listed issuers have
50% or more
women directors

Age of INED *(Source: CG Monitor 2019)*

- Average: 61 – 70
- Average (male): 62
- Average (female): 57

By Ethnicity *(Source: 2013 Study)*

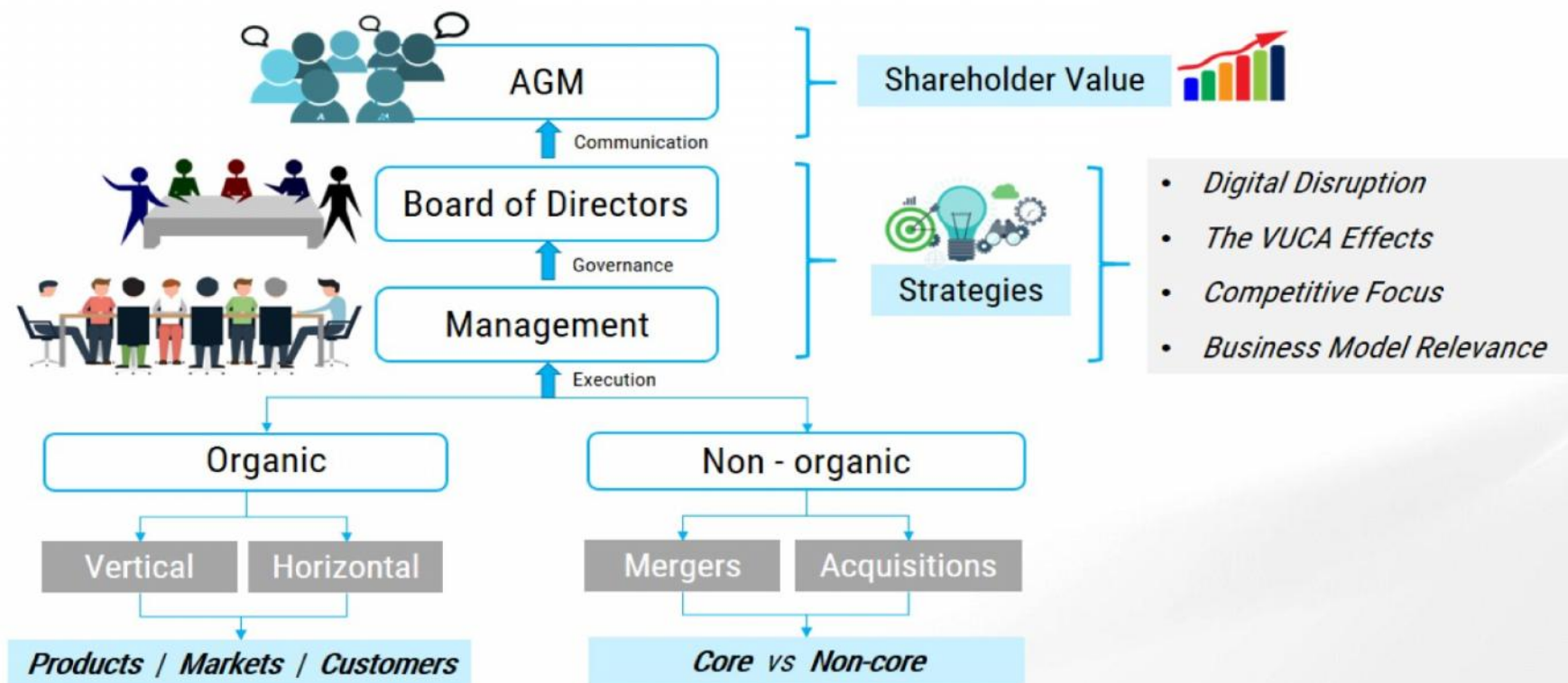
- Malay: 50%
- Chinese: 46%
- Indian 4%

Tertiary education *(Source: 2018 Study)*

- 74% of Board Members

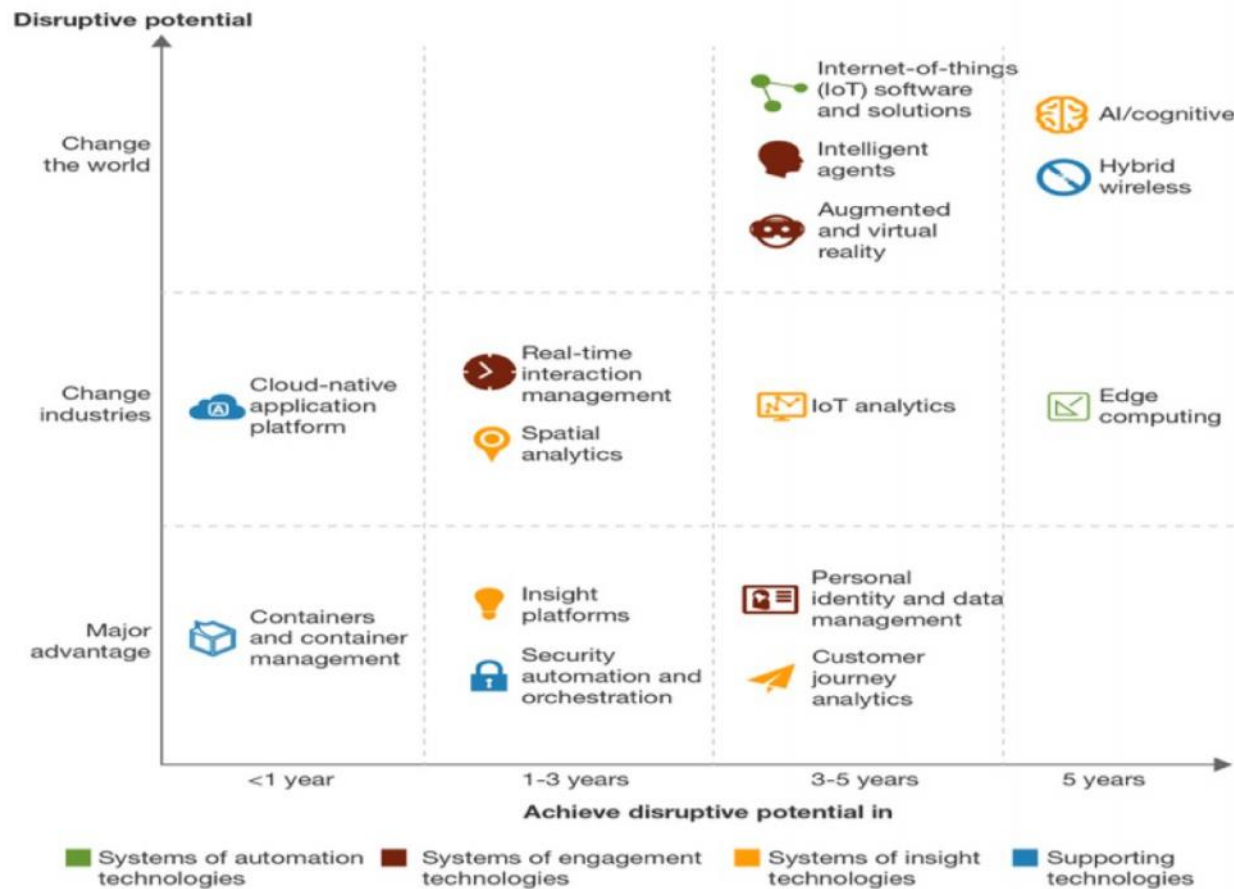
(Source: CG Monitor 2019)

BOARD CONSIDERATIONS



Source: MyFinB / CE.A.I.
2

DIGITAL DISRUPTION: IS YOUR BOARD READY FOR THE FUTURE?

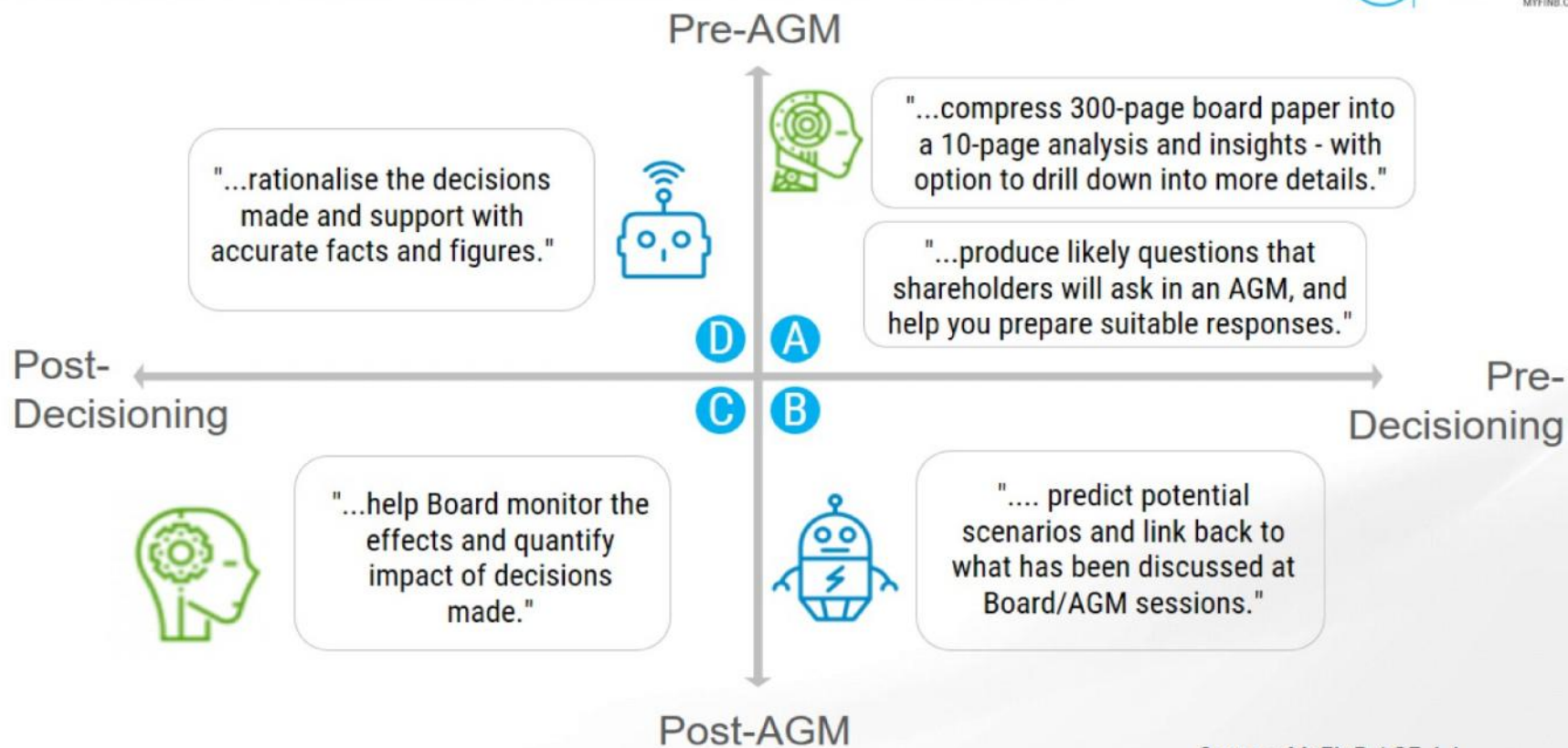


136032

Source: Forrester Research, Inc. Unauthorized reproduction, citation, or distribution prohibited.



A.I. USE CASES: BOARD SETTINGS



Source: MyFinB / CE.A.I



Get ready for tens of millions of climate refugees

Researchers are creating models of where people will move when climate shocks hit, but so far we're just making educated guesses.

by Susan Cosier

Apr 24, 2019

In 2006, the British economist Nicholas Stern warned that one of the biggest dangers of climate change would be mass migration. "Climate-related shocks have sparked violent conflict in the past," he wrote, "and conflict is a serious risk in areas such as West Africa, the Nile Basin, and Central Asia."

Microplastics found in human stools for the first time

Study suggests the tiny particles may be widespread in the human food chain



▲ Scientist looking through microscope in laboratory. Photo

microplastics found in our food: honey, sugar, salt, shellfish, beer

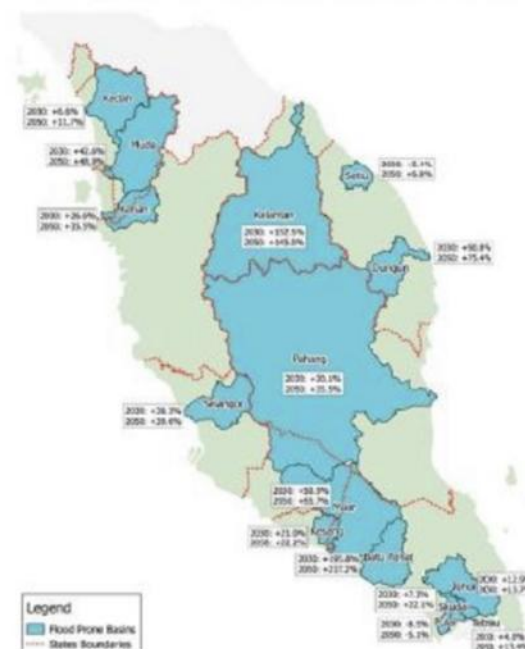
Microplastics have been found in human stools for the first time, according to a study suggesting the tiny particles may be widespread in the human food chain.

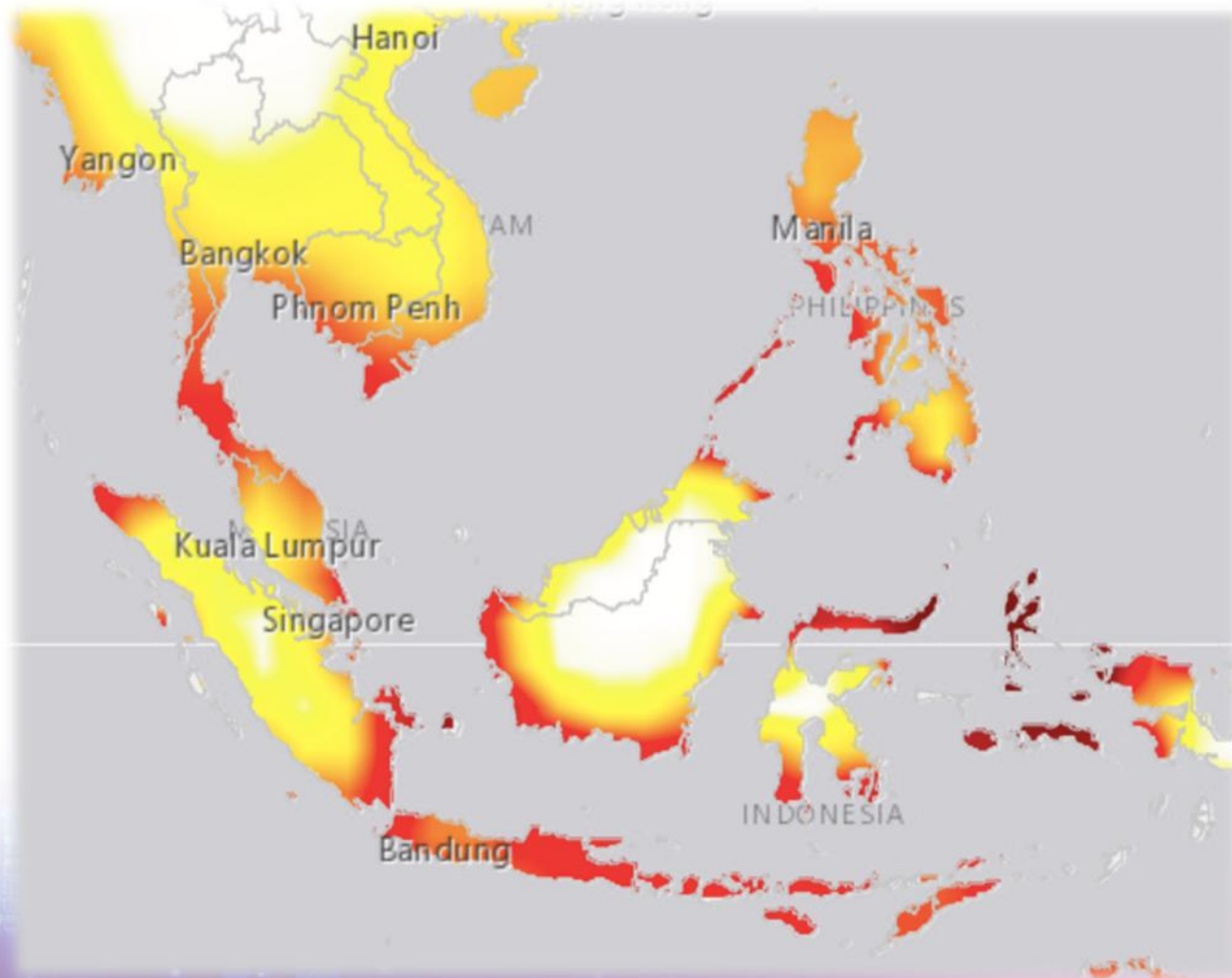
The small study examined eight participants from Europe, Japan and Russia. All of their stool samples were found to contain microplastic particles.

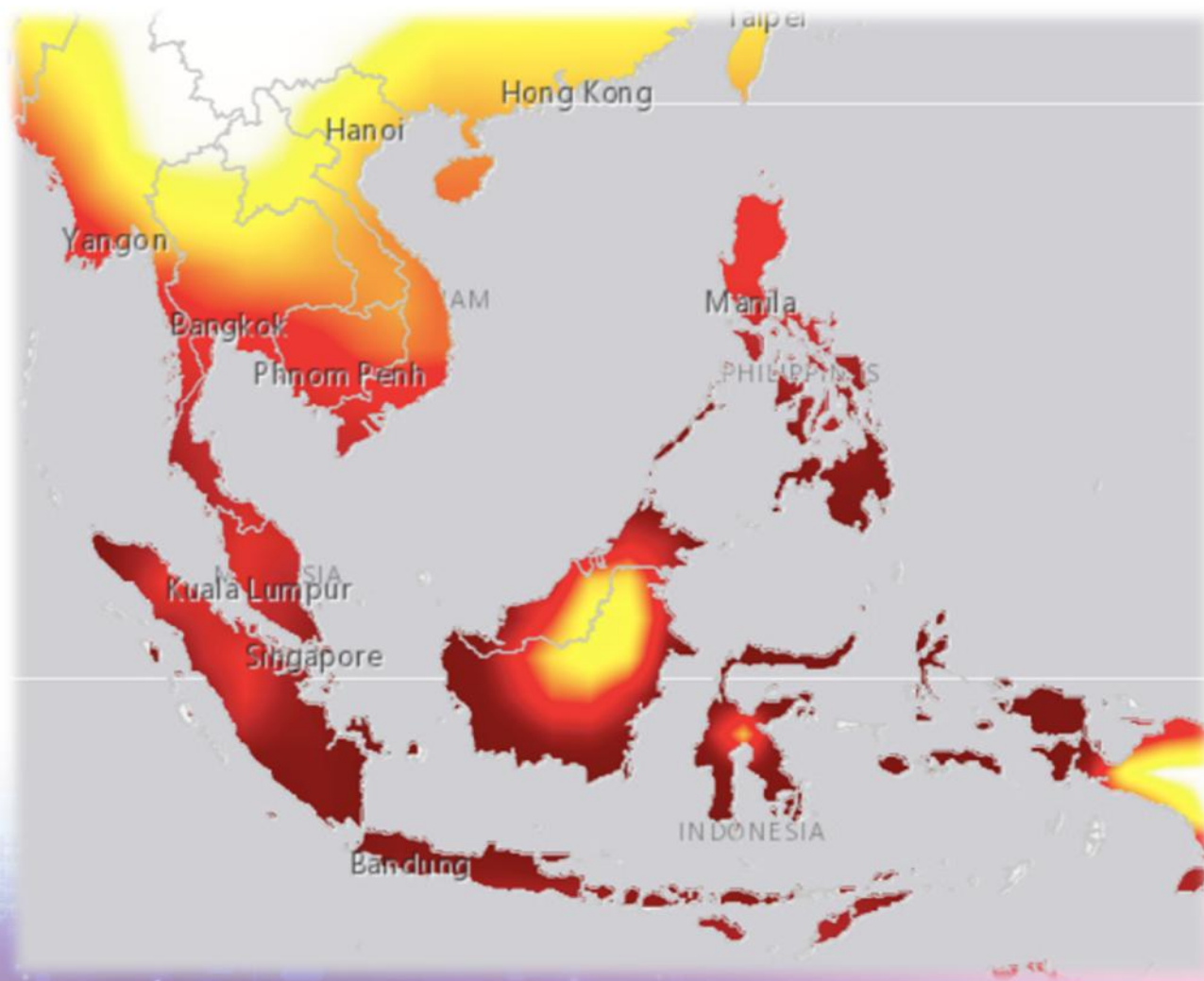
Climate Change in Malaysia - Flooding

- The worst floods over the last few decades have all occurred since 2003
- Floods in the northern state of Kelantan in 2017 caused damage of more than 30 million ringgit
- Studies in Peninsular Malaysia showed a potential increase in flooding area of 65%

Figure 4.3: Projected Changes in Flood Annual Extent for the Selected 15 Flood-Prone Basins in Peninsular Malaysia









Greta Thunberg ✓
@GretaThunberg



"No one is coming to save us. Mass civil disobedience is essential to force a political response."

The time for excuses is over. The struggle to overthrow our life-denying system has begun." -

@GeorgeMonbiot#ExtinctionRebellion #schoolstrike4climate
theguardian.com/commentisfree/...

♡ 15.2K 7:31 PM - Apr 15, 2019



Only rebellion will prevent an ecological apocalypse | George ...

No one is coming to save us. Mass civil disobedience is essential to force a political response, says Guardian columnist George Monbiot
theguardian.com

SSM NATIONAL CONFERENCE 2019

Tweet Greta Thunberg 15 April 2019

The Guardian

EU's Juncker proposes billions of spending on climate change after a 16-year-old's speech

PUBLISHED FRI, FEB 22 2019 • 7:29 AM EST | UPDATED FRI, FEB 22 2019 • 7:38 AM EST

Anmar Frangoul

SHARE [f](#) [t](#) [in](#) [✉](#) [⋮](#)

KEY POINTS

- Every fourth euro spent within the EU budget will go towards climate mitigation actions between 2021 and 2027, Jean-Claude Juncker says.
- His comments came after 16-year-old climate activist Greta Thunberg spoke at the plenary session of the European Economic and Social Committee.



RELATED



Tesla |
quart
dema
electr



Thous
entreg
solar |
home

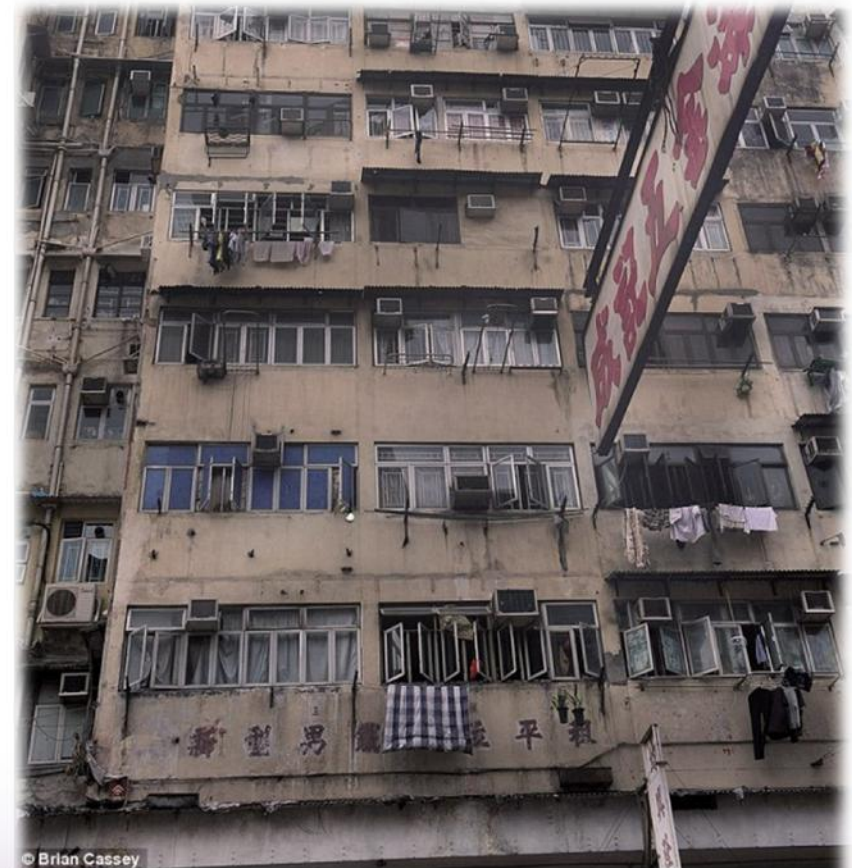


Adida
shoes
plasti

Cage dogs of Hong Kong: The tragedy of tens of thousands living in 6ft by 2ft rabbit hutches - in a city with more Louis Vuitton shops than Paris



[HONG KONG BIRD CAGE HOMES](#) <click>



© Brian Cassey

A building in Mongkok that houses cage people, sometimes squeezed twenty to a room

Can "luxury" cage homes fix Hong Kong's housing crisis?

SSM NATIONAL CONFERENCE 2019



PRELIM FINDING: FUTURE-READY BOARD STUDY

Top 5

Concerns of Boards over the next 12-18 months

-) Market risks
-) Operating risks
-) Economic uncertainty in Asia
-) Trade wars and other protectionist moves
-) Cyber security

What Boards are good at currently

-) Collaboration
-) Financial savviness
-) Influence
-) Building effective relations
-) Empathy

Key Competency Gaps for Boards

-) Innovation
-) Developing talent
-) Strategic intent
-) Leading change
-) Strategic planning