

# SIAS 17<sup>TH</sup> INVESTORS' CHOICE AWARDS 2016

## Singapore Corporate Governance Award (SCGA) Final Selection Committee

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- SCGA - Big Cap
- Diversity Award

23 Aug 2016

Prepared by:



Centre for Governance, Institutions & Organisations  
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# Singapore Corporate Governance Award – Big Cap

## Shortlisting requirements:

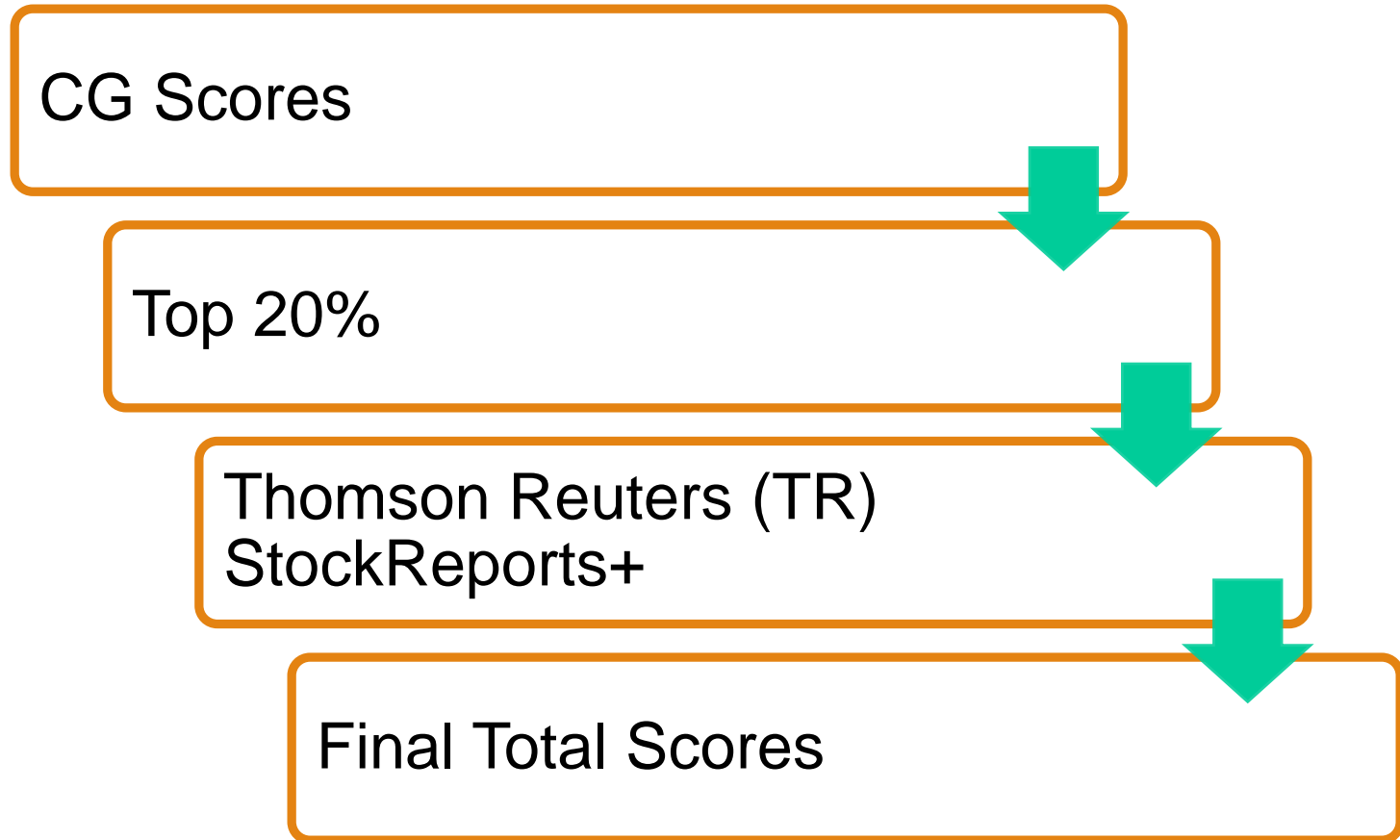
- Companies with market capitalisation above \$500 million
- Achieved high standards of corporate governance practices
- Delivered good financial performance for shareholders

## Assessment instruments:

- CGIO's investor-centric corporate governance (CG) scorecard
- Stock reports from Thomson Reuters StockReports+

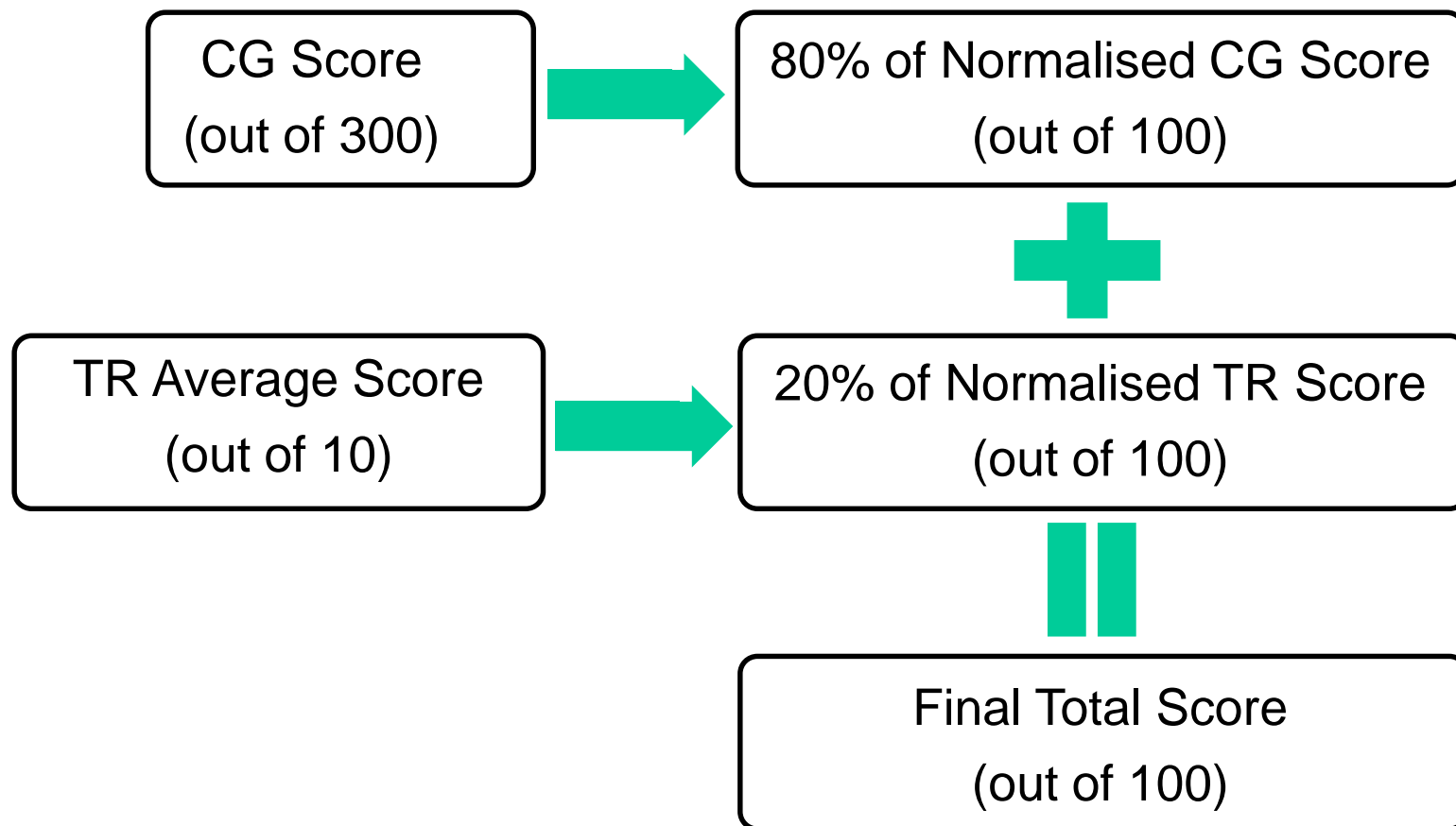
# Singapore Corporate Governance Award – Big Cap

## Assessment process:



# Nominated Companies for SCGA-Big Cap

How Final Total Score is derived:



# CG Scorecard Framework



**S**hareholders' rights and equitable treatment

**T**ransparency and disclosure

**A**ccountability and audit

**R**esponsibilities of the board

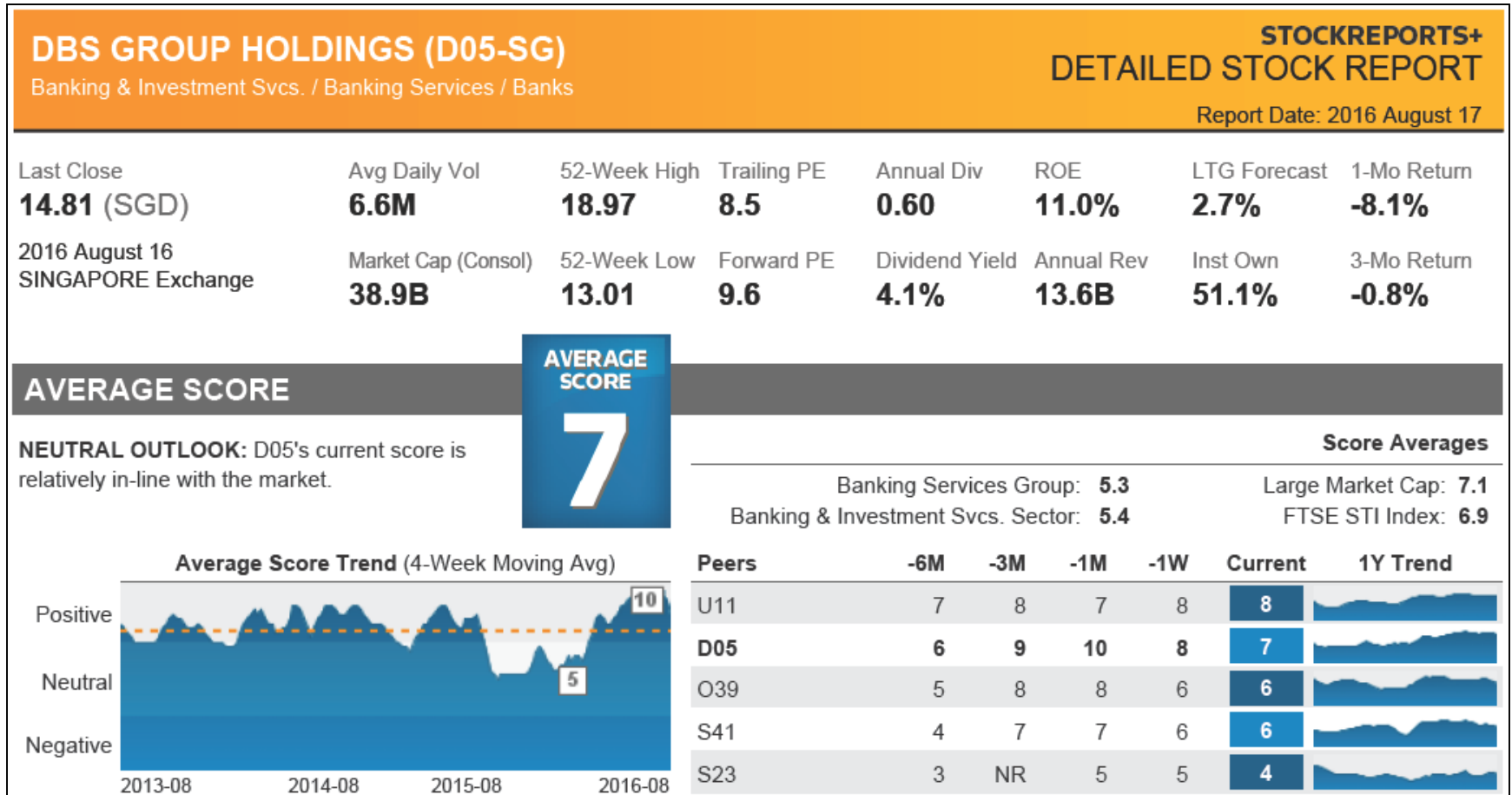
**S**takeholders' roles

# CG Scorecard Framework

<b>Areas of assessment</b>	<b>Weightage</b>	<b>Base</b>	<b>Bonus/ Penalty</b>	<b>Maximum Score</b>
Shareholders' rights and equitable treatment	35%	70	35	105
Transparency and disclosure	15%	30	15	45
Accountability and audit	10%	20	10	30
Responsibilities of the board	25%	50	25	75
Stakeholders' roles	15%	30	15	45
<b>Total</b>	<b>100%</b>	<b>200</b>	<b>100</b>	<b>300</b>

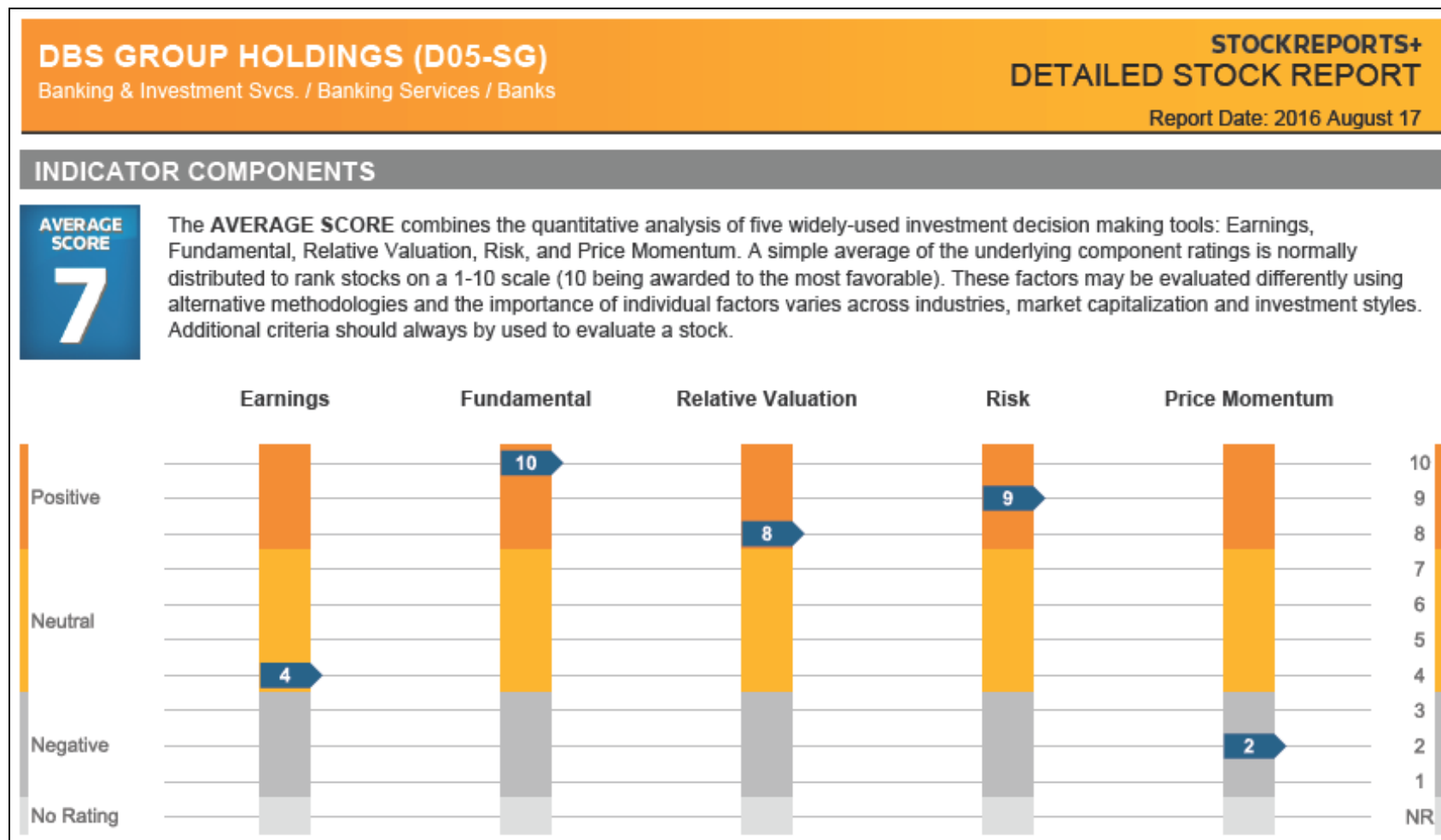
# Thomson Reuters StockReports+

## Illustrative stock report:



# Thomson Reuters StockReports+

## Illustrative stock report:





# Nominated Companies for SCGA-Big Cap

Big Cap Rank	Company Name	CG Score (out of 300)	Thomson Reuters (TR) Average Score	80% of Normalised CG Score	20% of Normalised TR Score	Final Total Score
1	DBS GROUP HLDGS LTD	253	7	84.3	70	81.4
2	CAPITALAND LTD	230	8	76.7	80	77.4
3	SINGAPORE TELECOMMUNICATIONS LTD	249	5	83.0	50	76.4
4	SINGAPORE EXCHANGE LTD	228	6	76.0	60	72.8
5	KEPPEL TELECOMMUNICATIONS & TRANSPORTATION LTD	199	9	66.3	90	71.0
6	KEPPEL CORP LTD	227	5	75.7	50	70.6
7	STARHUB LTD	195	9	65.0	90	70.0
8	VICOM LTD	187	10	62.3	100	69.8
9	OVERSEA-CHINESE BANKING CORP LTD	215	6	71.7	60	69.4
10	DEL MONTE PACIFIC LTD	188	9	62.7	90	68.2

# Nominated Companies for SCGA-Big Cap

Big Cap Rank	Company Name	CG Score (out of 300)	Thomson Reuters (TR) Average Score	80% of Normalised CG Score	20% of Normalised TR Score	Final Total Score
11	GLOBAL LOGISTIC PROPERTIES LTD	210	6	70.0	60	68.0
12	UNITED OVERSEAS BANK LTD	191	8	63.7	80	67.0
13	CITY DEVELOPMENTS LTD	198	7	66.0	70	66.8
14	SEMBCORP INDUSTRIES LTD	205	6	68.3	60	66.6
15	CHINA AVIATION OIL (S) CORP LTD	181	9	60.3	90	66.2
16	WILMAR INTERNATIONAL LTD	183	8	61.0	80	64.8
17	SINGAPORE TECHNOLOGIES ENGINEERING LTD	182	8	60.7	80	64.6
18	SIA ENGINEERING COMPANY LTD	180	8	60.0	80	64.0
19	SINGAPORE AIRLINES LTD	180	7	60.0	70	62.0
20	SINGAPORE PRESS HLDGS LTD	192	5	64.0	50	61.2
21	GREAT EASTERN HLDGS LTD	183	6	61.0	60	60.8
22	M1 LTD	177	6	59.0	60	59.2

# Diversity Award

## Shortlisting requirements:

- Top 20% of SCGA – Big Cap
- Achieved high standards of corporate governance practices
- Bolstered progress in various board diversity aspects

## Assessment instruments:

- CGIO's investor-centric corporate governance (CG) scorecard
- Diversity criteria

# Diversity Award

## Diversity criteria:

Description		Weightage
1	Proportion of independent directors	<b>30%</b>
2	Proportion of female directors*	<b>30%</b>
3	Directors' industry and professional experience	<b>30%</b>
3.a	Non-executive directors having at least two different industry experiences other than the industry in which the company is in (15%)	
3.b	Directors with diverse professional background** (15%)	
4	Having a board diversity policy	<b>10%</b>

# Diversity Award

## Diversity criteria:

- \* Maximum score only where female directors represent 50% of the board members
- \*\* Directors with diverse professional background include:
  - + professionals from accounting and finance background (5%)
  - + law background (5%)
  - + either business or engineering and sciences background (5%)

# Diversity Award

Assessment process:

Investor-centric scorecard  
assessment from SCGA-Big Cap

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graph TD; A[Investor-centric scorecard assessment from SCGA-Big Cap] --> B[Top 20%]; B --> C[Diversity Score (out of 20)];
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Top 20%

Diversity Score (out of 20)

# Nominated Companies for Diversity Award

Diversity Rank	Company Name	Diversity Score (out of 20)	CG Score* (out of 300)
1	SINGAPORE TELECOMMUNICATIONS LTD	14.0	249
1	CAPITALAND LTD	14.0	230
1	SINGAPORE EXCHANGE LTD	14.0	228
1	KEPPEL CORP LTD	14.0	227
5	SINGAPORE PRESS HLDGS LTD	13.2	192
6	CITY DEVELOPMENTS LTD	13.1	198
7	DBS GROUP HLDGS LTD	13.0	253
8	SEMBCORP INDUSTRIES LTD	12.8	205
9	KEPPEL TELECOMMUNICATIONS & TRANSPORTATION LTD	12.2	199
10	SINGAPORE AIRLINES LTD	11.3	180

\* CG Score is shown only for reference.

# Nominated Companies for Diversity Award

Diversity Rank	Company Name	Diversity Score (out of 20)	CG Score* (out of 300)
11	STARHUB LTD	11.2	195
12	SIA ENGINEERING COMPANY LTD	9.7	180
13	SINGAPORE TECHNOLOGIES ENGINEERING LTD	9.5	182
14	GLOBAL LOGISTIC PROPERTIES LTD	9.2	210
15	WILMAR INTERNATIONAL LTD	9.2	183
16	VICOM LTD	8.5	187
17	CHINA AVIATION OIL (S) CORP LTD	8.0	181
18	M1 LTD	7.8	177
19	UNITED OVERSEAS BANK LTD	7.7	191
20	OVERSEA-CHINESE BANKING CORP LTD	7.4	215

\* CG Score is shown only for reference.