

## Template for the IAP

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 <a href="https://careers.un.org/lbw/home.aspx?viewtype=SC">https://careers.un.org/lbw/home.aspx?viewtype=SC</a>)</p>	<ul style="list-style-type: none"><li>• Proportion of Women Members of Parliament<sup>1</sup>: 23.8% (24 out of 101 seats) (As at Feb 2020). The Inter-Parliamentary Union's world average is 24.5%<sup>2</sup>.</li><li>• Proportion of Women Permanent Secretaries in Civil Service: 24.0% (6 out of 25) (2019)</li><li>• Proportion of Women Deputy Secretaries in Civil Service: 27.5% (11 out of 40) (2019)</li><li>• Proportion of Female judges in Supreme Court: 27.0% (7 out of 25) (2019)</li><li>• Proportion of Female Judicial Officers in Supreme Court<sup>3</sup>: 46.9% (15 out of 32) (2018)</li><li>• Proportion of Female Judicial Officers in State Courts<sup>4</sup>: 52.1.% (50 out of 96) (2018)</li><li>• Proportion of Female Judicial Officers in Family Courts: 62.2% (23 out of 37) (2018)</li><li>• Proportion of Women Employers: 27.8% (as at Jun 2019)</li><li>• Proportion of Female Community or Grassroots Leaders: 45.9% (2019)</li><li>• Percentage of women on boards of the top 100 Singapore Stock Exchange -listed companies: 16.2% (as at Dec 2019)</li></ul>
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<sup>1</sup> Elected Members of Parliament (MPs), Non-Constituency Members of Parliament (NCMPs) and Nominated Members of Parliament (NMPs).

<sup>2</sup> Both houses combined as at 1 Oct 2019. <http://www.ipu.org/wmn-e/world.htm>

<sup>3</sup> Judicial officers include the Registrar, Deputy Registrar, Senior Assistant Registrars and Assistant Registrars.

<sup>4</sup> Judicial Officers in the State Courts concurrently hold the appointments of District Judge and/or Magistrate, Coroner, Registrar/Deputy Registrar.

<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)</p>	<p>Women in Singapore are not perceived as a disadvantaged or marginalised 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 and on the Constitution of Singapore which recognises that all citizens are equal before the law.</p> <p><u>Women's Representation in Leadership Positions in Public Sector</u></p> <p>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 programmes 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 programmes. Candidates, both men and women, are nominated and selected for such programmes based on merits. As part of these talent and leadership development programmes, officers are given equal access to a core set of developmental initiatives that include milestone courses and mentorship/coaching programmes at various stages of their careers to better prepare them for their roles and responsibilities.</p> <p><u>Women's Representation on Corporate Boards</u></p> <p>In 2014, the Diversity Action Committee (DAC) was formed by the Ministry of Social and Family Development (MSF) to promote more women</p>
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representation on boards of Singapore Stock Exchange (SGX) listed companies. The Committee comprised illustrious business leaders and professionals from the private, people and public sectors. It worked with various institutions to expand the pool of board-ready women and has regular communications with the business community.

MSF formed the Council for Board Diversity (CBD) in January 2019 to build upon the work of the DAC and to also promote more women representation on boards of organisations in the people and public sectors.

The Council's targets are 20% by 2020, 25% by 2025 and 30% by 2030 for women's representation on boards of SGX-listed companies. For the Top 100 Institutions of Public Character (i.e. registered organisations with charity status in the people sector) and all statutory boards (i.e. government agencies in the public sector), the Council aimed to achieve 30% women on boards as soon as possible. As at end 2019, the current ratio of women on boards are as follows:

- Top 100 Listed companies: 16.2%
- Statutory boards: 25.1%
- Top 100 IPCs: 27.8%

#### Women's Representation in Senior Management

Beyond boards, women in senior management are fairly well represented in Singapore, according to the *Grant Thornton International Business Report 'Women in Business 2020'*:

	<ul style="list-style-type: none"> <li>a. 31% women in senior management</li> <li>b. 11% of CEOs</li> <li>c. 20% of COOs</li> <li>d. 41% of CFOs</li> <li>e. 19% of CMOs</li> <li>f. 14% of CIOs</li> <li>g. 47% of HR Directors</li> </ul>
<p>Include a brief plan of action of how your economy plans to achieve your voluntary goals.</p>	<p>Building on the work of the DAC, the newly formed Council for Board Diversity (CBD) uses a similar approach of engaging multiple stakeholders (i.e. Chairmen, Board Members, Nomination Committees, Human Resources) to discuss the appointment of women onto boards and carry out activities to raise public awareness of the importance of board diversity through having women directors. The CBD also works with partners, including the Government, to develop a pipeline of board-ready women.</p> <p>As at Dec 2019, women held 16.2% of board seats in Singapore’s top 100-listed companies. The women on boards percentage for the Top 100 IPCs and statutory boards are at 27.8% and 25.1% respectively.</p> <p>Beyond women on boards, the Government also supports the multiple roles that women play in our society. Singapore’s approach is to empower women with choices to pursue their aspirations, be it career, family or both. As such, we will continue eliminating barriers for women at the workplace, in the community and at home. To do so, we aim to have a whole-of-society movement to change mind-sets, attitudes and expectations.</p>

	<p>Singapore's Ministry of Manpower (MOM) recently announced plans to enhance the implementation of Flexible Work Arrangements (FWA) after hearing from the citizens' panel on work-life harmony. Apart from increasing awareness and facilitating easier adoption of FWAs, MOM will also work on shifting societal norms to make FWA more acceptable.</p> <p>The Singapore Government will continue to encourage the people, private and public sectors to work together to support women in Singapore.</p>
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- ✓ *The voluntary goals will be reviewed by each economy in the process of developing Interim report.*