

Keynote Sharing: Global Leadership: Prioritising People At The Heart Of Corporate Governance & Business Growth

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Supporting Partners:



Respondents Profile

335 responses

By Designation

	All n=335	Board n=195	Mgmt n=140
Board Chair	13%	22%	-
Board Committee Chair	24%	41%	-
Non-Executive Director (NED), neither board chair nor board committee chair	22%	37%	-
Executive Director (ED)/ Managing Director (MD)	13%	-	32%
Chief Executive Officer (CEO)/ President or Deputy CEO/MD	11%	-	27%
C-Suites other than ED/MDCEO with direct interactions with board members	17%	-	41%

9 countries

By Country

	All n=335
Malaysia	37%
Thailand	17%
The Philippines	12%
Vietnam	11%
Myanmar	9%
Brunei	6%
Singapore	4%
Indonesia	3%
Cambodia	1%
Others ^{N1}	1%

N1 – Others are Australia, UK and Zimbabwe

13 industries

By Industry

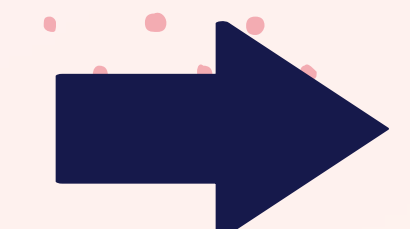
	All n=335
Financial services	20%
Consumer products & services	18%
Industrial products & services	10%
Technology	9%
Energy	7%
Property	7%
Construction	6%
Health Care	4%
Telecommunication & media	4%
Utilities	4%
Transport & Logistics	4%
Plantation	3%

N2 - Others include not-for-profit organisation,
NGO and diversified conglomerate

Board Agenda, Roles & Dynamics

Mismatch of top strategic priorities over key threats moving forward

Key threats next 2 years



Having the right talent & leadership

- 68% talent availability
- 39% inability to make right decision, not cultivating right culture
- 37% inability to innovate

Diplomacy in managing macro & geopolitical uncertainties

- 52% macroeconomic volatility
- 42% trade/supply chain risk, govt policies change, market protectionism

Sustainable operational strategy

- 46% inadequate financing, cost increase
- 40% changing customer demand, barriers
- 34% supply chain disruption, tech, energy

Strategic priorities next 2 years

Improve internal operations

- 68% improve biz model, restructuring
- 49% increase efficiency, process, supply chain mgmt, data-driven strategy
- 42% reevaluate risks & opportunities, BCP

Expansion, collaboration, innovation

- 48% market expansion, regional cooperation
- 44% innovative/new product & services

Sustainability for real

- 37% sustainability into culture, strategy

Focus on people

- 32% enhance talent strategy, workforce plan

What was done last 12 months

Improve internal operations

- 56% improve biz model, restructuring
- 56% increase efficiency, process, supply chain mgmt, data-driven strategy
- 56% reevaluate risks & opportunities, BCP
- 45% relook at cost optimisation, capital allocation, debt restructuring, cashflow

Focus on sustainability & CG

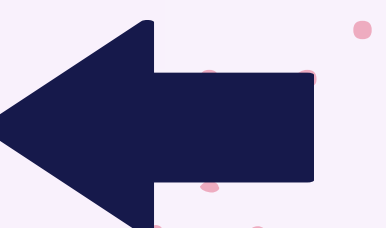
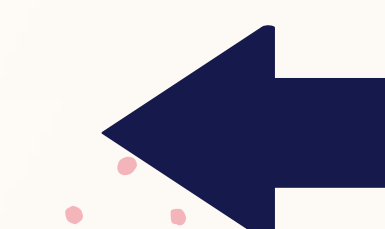
- 44% sustainability into culture, strategy
- 41% ensure proper CG process, reporting

Innovation, digitalisation, expansion

- 41% innovative/new product & services
- 39% digitalisation, modernisation
- 35% market expansion, regional cooperation

Focus on people

- 38% enhance talent strategy, workforce plan



Board Agenda, Roles & Dynamics

Misaligned in terms of areas boards should spend more time on and training needs

Areas boards should spend more time on by priority

	<u>All</u>	<u>Board</u>	<u>Mgmt</u>
Corporate growth strategy & plans, supply chain resilience	1	2	2
Human capital strategy, development, performance & rewards	2	3	1
Business model agility, diversification, transformation	3	1	5
Technology & innovation strategy	4	4	3
Corporate culture & ethics, purpose & long-term value creation	5	6	4
Sustainability, climate change & ESG agenda, metrics & targets	6	5	6

More challenging & require more training for you & board

	<u>All</u>	<u>Board</u>	<u>Mgmt</u>
Sustainability, climate change & ESG agenda, metrics & targets	1	1	1
Technology & innovation strategy	2	2	4
Corporate growth strategy & plans, supply chain resilience	3	4	2
Business model agility, diversification, transformation	4	3	3
Corporate culture & ethics, purpose & long-term value creation	5	5	4
Human capital strategy, development, performance & rewards	6	8	5

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