COURSES AND EVENTS GUIDE
2023

CONTENTS

INTRODUCTION

Boards are facing an ever-increasing scale of challenges. The evolving governance landscape, digital transformation, increased focus on environmental, social and governance (ESG) issues and the shifting geopolitical environment have forced many businesses to reset their businesses on the path to growth and sustainability. Companies and their boards are under intense scrutiny from shareholders, regulators, employees, customers, suppliers, the media and other stakeholders. In times of uncertainty, the roles and responsibilities of a director are even more demanding. An effective board should go beyond satisfying basic oversight functions.

As the national association of directors, professional development is at the core of SID's mission to promote director learning and board effectiveness. To help directors thrive in volatile, uncertain, complex and ambiguous times, SID has curated a suite of professional development programmes based on the functional directorship and business competencies required of future-ready directors. These are listed under the two broad categories in the following tables on page 3.

Directorship competencies

Training courses to hone a director's basic competencies are listed under Table 1: Directorship competencies. These programmes are focused on developing fundamental and essential directorship skills and knowledge, such as the roles and responsibilities of directors and boards, financial reporting, strategy, audit and risk controls.

Business and future-ready skills

Business and future-ready competencies, including transdisciplinary skills, decision making, sense making, resilience building and digital fluency, are the focus of development and training in the advanced and specific masterclasses in Table 2: Business and future-ready competencies.

Holistic professional development

To address the learning needs of members at various stages of their directorship journey, SID offers a curriculum of Fundamentals and Essentials courses to help members develop domain competencies at a foundational level. We have also increased the range of advanced programmes, Masterclasses, Pit-Stops and Current Topics for deep diving and specialisation.

A hybrid learning approach will continue, with most courses conducted in-person and some online to cater for directors with a need for flexible learning options. This includes a blended learning series that combines pre-reading material with interactive discussions.

SID is also exploring new learning pathways for members to develop and hone their directorship competencies holistically. Beyond training courses, the pathways will include applied learning, assessment, mentoring and accreditation. Corporate members can also engage SID to provide bespoke training for their boards to enhance board capabilities and effectiveness.

Continuing Professional Development hours

The comprehensive curriculum offered by SID addresses the various stages of a director's journey, from aspiring and new directors to board committees and board chairs. The courses support the learning needs of directors in private, listed and international companies, as well as nonprofit organisations.

For a more detailed overview, please refer to the SID Curriculum Map on page 4. The following pages in this Courses and Events Guide lists the individual course descriptions, objectives, outlines and other pertinent details, including the Continuing Professional Development (CPD) hours for each course.

For more information on CPD requirements, please refer to the SID website, under our FAQs on CPD requirements. Or visit www.sid.org.sg/FAQPD

Table 1: Directorship competencies

Directorship Competencies	Training Programmes

• **Corporate governance structures and systems**
 	
• **Environment, regulatory and statutory requirements**
 	
• **Directors' duties, responsibilities and liabilities**
 	
• **Roles, functions and processes of the board and board committees**
 	
• **Financial reporting and audit**
 	
• **Risk management**
 	
• **Remuneration governance**
 	
• **Strategy and value creation**
 	
• **Leadership and stakeholder engagement**
 	
• **Boardroom dynamics and means to create constructive discussion**
	• Board and Director Fundamentals
	• Director Financial Reporting Fundamentals
	• Startup Director Fundamentals
	• Subsidiary Board Director Fundamentals *(New)*
	• Listed Entity Director Programme
	• Environmental, Social and Governance (ESG) Essentials
	• Masterclasses for Directors
	• SID-SMU Directorship Programme
	• SID-INSEAD International Directors Programme
	• Board Conversations
	• Pit-Stops
	  - Cyber Risk *(New)*
	  - Financial and Tax Resilience *(New)*
	  - Climate Reporting *(New)*
	  - Sustainability Reporting and Assurance *(New)*
	  - Strengthening Board Effectiveness Assessments *(New)*
	  - Board Succession *(New)*
	  - Board Diversity *(New)*
	• Conversation with Public Sector Leader *(New)*
	• Current Topics
	• SGOOD Essentials

Table 2: Business and future-ready competencies

Business and Future-Ready Competencies	Training Programmes

• **Transdisciplinary thinking**
 	
• **Decision making**
 	
• **Sense making**
 	
• **Building resilience and agility**
 	
• **Digital fluency**
 	
• **Risk, governance and ethics in a digital world**
 	
• **Sustainability**
 	
• **Global perspective**
 	
• **Influence**
 	
• **Building inclusivity**
	• Business Future Series
	  - Disruptive Technologies for Directors
	  - Cyber Security for Directors
	  - Sustainability for Directors *(New)*
	• Masterclasses for Directors
	  - The Board in Strategy Formulation
	  - Talent Management
	• Current Topics
	  - Megatrends Shaping the Future of Boards
	  - Bringing Digital to the Boardroom *(New)*
	  - Remuneration and ESG *(New)*
	  - Stakeholder Engagement *(New)*

SID CURRICULUM MAP

The following map sets out the Institute's holistic approach to continuing professional development of directors.

FORUMS	**Focus**	**19** Seminars and Conferences
		18 Current Topics (Talks, Roundtables, Forums) NEW
		17 Pit-Stops NEW
		16 Board Conversations

COURSES	**Advanced**	**15** SID-INSEAD International Directors Programme
		14 SID-SMU Directorship Programme
		13 Masterclasses for Directors
		12 Business Future Series
	Essentials	**11** SGOOD Essentials
		10 Board Governance for Special Purpose Acquisition Companies
		9 Listed Entity Director Programme (Mandarin)
		8 Qualified Listed Entity Director
		7 Listed Entity Director Programme
	Fundamentals	**6** Director Financial Reporting Fundamentals
		5 Board and Director Fundamentals
		4 **Subsidiary Board Director Fundamentals** NEW
		3 Startup Director Fundamentals
		2 So, You Want to be a NonProfit Director
		1 So, You Want to be a Director

	Listed Company	Private Company	Startup	NonProfit Organisation
20		E-learning Series		
21		Members Networking		

Further information on each of the seminar series and courses, and its individual modules where applicable, are provided in the following pages. From 1 January 2023, course fees will be based on revised GST rate of 8%.

SID's website contains all the latest information and schedule for the various courses and events. To attend any of our offerings, please register online at **www.sid.org.sg**.

SO, YOU WANT TO BE A DIRECTOR

Level	Fundamentals.
Course Description	This course provides an overview of the directorship landscape in Singapore; the duties, responsibilities, risks and rewards of being a director; and the key considerations for accepting a directorship. Ideal for aspiring directors, this introductory course seeks to provide an appreciation of what it means to be a director of a commercial company. For those who want to know more about directorships in nonprofit organisations, SID also offers the course, "So, You Want to be a NonProfit Director" (page 5).
Course Objectives	1. Provide a macro view of the directorship landscape in Singapore. 2. Outline the range of duties, responsibilities, risks and rewards of directorship. 3. Equip participants with knowledge to make informed decisions before joining a board. 4. Plan the next steps for development as a director.
Course Outline	1. Introduction. 2. The directorship landscape. 3. Duties, responsibilities and liabilities. 4. Rewards. 5. Due diligence. 6. The directorship journey.
Target Audience	Aspiring and new directors, and senior management working with boards.
Course Duration	2 hours (1 hour self-paced e-learning + 1 hour live webcast).
Format	Blended learning: e-learning (pre-read) and live webcast for panel discussion and Q&A.
Course Fees	Online SID members: $160.50 (incl. 7% GST); $162.00 (incl. 8% GST from 1 Jan 2023) Non-members: $278.20 (incl. 7% GST); $280.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	2 hours.

02 | SYN
SO, YOU WANT TO BE A NONPROFIT DIRECTOR

Level	Fundamentals.
Course Description	This course provides an introduction to the director landscape in Singapore and the duties, liabilities and benefits of directorship in nonprofit organisations (NPOs). Speakers will share what it means to be on the board of an NPO and what are the key considerations of joining a nonprofit board. With a good understanding of the nonprofit landscape and its duties and responsibilities, participants can make an informed decision before joining a nonprofit board.
Course Objectives	1. Provide an overview the nonprofit landscape and the different types of NPOs. 2. Highlight the differences between commercial organisations and NPOs. 3. Explain the duties, responsibilities, liabilities and benefits of being a nonprofit director. 4. Equip participants with knowledge to make informed decisions before joining a nonprofit board. 5. Plan the next steps for development as an NPO director.
Course Outline	1. Directorship in a nonprofit landscape. 2. Different types of directors. 3. Board structure. 4. The regulatory environment in Singapore. 5. Responsibilities, liabilities and rewards. 6. Joining a nonprofit board. 7. The directorship journey.
Target Audience	Aspiring and new board members of NPOs and senior management of NPOs.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	<u>In-person</u> SID members: $160.50 (incl. 7% GST); $162.00 (incl. 8% GST from 1 Jan 2023) Non-members: $278.20 (incl. 7% GST); $280.80 (incl. 8% GST from 1 Jan 2023) <u>Online</u> SID members: $128.40 (incl. 7% GST); $129.60 (incl. 8% GST from 1 Jan 2023) Non-members: $246.10 (incl. 7% GST); $248.40 (incl. 8% GST from 1 Jan 2023) (This course has been pre-approved for funding by the National Silver Academy. Participants who are Singaporeans or Permanent Residents aged 50 years and above in the year of course commencement are eligible to apply.)
CPD Hours	4 hours.

STARTUP DIRECTOR FUNDAMENTALS

Level	Fundamentals.
Course Description	This course seeks to provide startup founders and directors with an understanding of the startup ecosystem and the unique governance issues involved. Presenters will highlight practical and legal issues that may arise during the course of a startup journey. The roles and responsibilities of a startup board related to corporate governance and best practices in the establishment and growth of the startup are explained.
Course Objectives	1. Examine different business structures and typical composition of a startup board. 2. Explore each stage of the startup journey and the practical and legal issues that may arise. 3. Explain the roles and responsibilities of startup founders and directors at various stages in the lifecycle of a startup.
Course Outline	1. The startup ecosystem and regulatory environment. 2. Corporate governance considerations for startups. 3. Best practices and board composition. 4. Panel discussion.
Target Audience	Startup founders and directors and those involved in the management and governance of startups, including angel investors and venture capitalists.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $288.90 (incl. 7% GST); $291.60 (incl. 8% GST from 1 Jan 2023) Non-members: $417.30 (incl. 7% GST); $421.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $278.20 (incl. 7% GST); $280.80 (incl. 8% GST from 1 Jan 2023) Non-members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023)
CPD Hours	3 hours.

SUBSIDIARY BOARD DIRECTOR FUNDAMENTALS NEW

Level	Fundamentals.
Course Description	This course seeks to provide subsidiary board directors with an understanding of the construct of boards in subsidiary and joint venture companies and the unique governance issues involved. The presenter will explain the principle of separate legal entity and share case studies to highlight practical and legal issues that may arise in boards of subsidiary entities. The roles and responsibilities of subsidiary boards related to corporate governance, best practices and tips on managing sustainability reporting, cross border and political issues are explained in the course.
Course Objectives	1. Examine the principle of separate legal entity. 2. Explain the traditional roles, duties and responsibilities of a director. 3. Highlight the corporate structures of subsidiary and joint venture companies. 4. Explain the responsibilities and liability risks of subsidiary directors. 5. Illustrate with case studies on how conflicts of interest may arise in corporate groups. 6. Share best practices to bolster corporate governance in subsidiary and joint venture companies.
Course Outline	1. Separate legal entity. 2. Traditional director's roles, duties and responsibilities. 3. Subsidiary and joint venture structures. 4. Subsidiary director's roles, duties and responsibilities. 5. Personal liability risks. 6. Conflicts of interest in corporate groups. 7. Other issues that may arise in subsidiary and joint venture entities.
Target Audience	Aspiring and new directors of subsidiary and joint venture companies, senior management and governance professionals.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $288.90 (incl. 7% GST); $291.60 (incl. 8% GST from 1 Jan 2023) Non-members: $417.30 (incl. 7% GST); $421.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $278.20 (incl. 7% GST); $280.80 (incl. 8% GST from 1 Jan 2023) Non-members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023)
CPD Hours	3 hours.

BOARD AND DIRECTOR FUNDAMENTALS

Level	Fundamentals.
Course Description	This course provides a broad-based understanding of what a corporate director needs to know with regards to his or her duties, responsibilities and liabilities, and how he or she can be effective as a director. The course is designed for directors of companies incorporated under the Companies Act in Singapore.
Course Objectives	1. Define statutory and fiduciary duties and responsibilities of directors. 2. Provide an overview of the regulatory environment and the corporate governance landscape in Singapore. 3. Highlight the critical elements of financial and other disclosures needed. 4. Describe the key components of effective board leadership. 5. Recognise the balance between performance and compliance.
Course Outline	1. The directorship landscape and regulatory environment. 2. Evolving legislation affecting all companies. 3. Director duties and responsibilities. 4. Due diligence, liabilities and rewards. 5. What makes an effective board.
Target Audience	Aspiring and new directors, senior management and governance professionals.
Course Duration	Full day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	<u>In-person</u> SID members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023) Non-members: $781.10 (incl. 7% GST); $788.40 (incl. 8% GST from 1 Jan 2023) <u>Online</u> SID members: $556.40 (incl. 7% GST); $$561.60 (incl. 8% GST from 1 Jan 2023) Non-members: $727.60 (incl. 7% GST); $734.40 (incl. 8% GST from 1 Jan 2023)
CPD Hours	8 hours.

DIRECTOR FINANCIAL REPORTING FUNDAMENTALS

Level	Fundamentals.
Course Description	This course is designed for directors without a strong financial or accounting background. It provides directors with essential accounting knowledge and practical tips, and equips them with the key tools and concepts to review company financial statements. Through the case studies and related discussions on situations involving financial and accounting matters, participants will learn what to watch out for in financial statements and how to avoid common mistakes.
Course Objectives	1. Explain directors' duties in respect of company financial reporting obligations and internal controls. 2. Highlight the importance of asking relevant and probing questions in relation to financial statements. 3. Enhance directors' effectiveness when reviewing financial statements prepared by management.
Course Outline	1. Directors' duty in preparing true and fair financial statements. 2. Directors' duty in implementing internal controls. 3. Key focus areas when reviewing financial statements. 4. Common accounting mistakes.
Target Audience	Aspiring, new and current directors, without a strong financial background.
Course Duration	Full day (or 2 half days online).
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $663.40 (incl. 7% GST); $669.60 (incl. 8% GST from 1 Jan 2023) Non-members: $834.60 (incl. 7% GST); $842.40 (incl. 8% GST from 1 Jan 2023) Online SID members: $609.90 (incl. 7% GST); $615.60 (incl. 8% GST from 1 Jan 2023) Non-members: $770.40 (incl. 7% GST); $777.60 (incl. 8% GST from 1 Jan 2023)
CPD Hours	8 hours.

LISTED ENTITY DIRECTOR PROGRAMME

Level	Essentials.
Course Description	The Listed Entity Director (LED) Programme is supported by the Singapore Exchange. It is a pre-requisite course for first-time appointees on boards of listed companies, to equip them with the skills and knowledge to execute their duties as directors effectively. The programme provides in-depth content substantiated with relevant case studies that focus on the specific learning needs of directors both at the individual level and as a board.
Course Objectives	1. Provide an overview of the regulatory environment of a listed company in Singapore, with focus on the Companies Act, SGX Listing Manual and Code of Corporate Governance. 2. Discuss the roles and responsibilities of a listed entity director, in the current regulatory environment. 3. Describe the roles and functions of the board and main board committees. 4. Examine relevant case studies in reference to the different functional roles of the board, for both conformance and performance.
Course Outline	The programme comprises five core modules and four elective modules on the range of regulatory compliance and corporate governance matters of listed companies in Singapore. It seeks to help directors understand their duties on the board and the major board committees.

Core	LED1: Listed Entity Director Essentials. LED2: Board Dynamics. LED3: Board Performance. LED4: Stakeholder Engagement. LED9: Environmental, Social and Governance Essentials.
Elective	LED5: Audit Committee Essentials. LED6: Board Risk Committee Essentials. LED7: Nominating Committee Essentials. LED8: Remuneration Committee Essentials.

Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	9 modules (1 full-day session and 8 half-day sessions).
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	**Full-day module** _In-person_ SID member: $834.60 (incl. 7% GST); $842.40 (incl. 8% GST from 1 Jan 2023) Non-member: $1155.60 (incl. 7% GST); $1166.40 (incl. 8% GST from 1 Jan 2023) _Online_ SID member: $749.00 (incl. 7% GST); $756.00 (incl. 8% GST from 1 Jan 2023) Non-member: $1070.00 (incl. 7% GST); $1080.00 (incl. 8% GST from 1 Jan 2023) **Half-day module** _In-person_ SID member: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-member: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) _Online_ SID member: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-member: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	40 hours in total. (8 hours for full-day module; 4 hours for half-day modules)

66 The programme provides in-depth content substantiated through relevant case studies that focus on the specific learning needs of listed entity directors both at the individual level and as a board. **99**

LISTED ENTITY DIRECTOR ESSENTIALS

Level	Essentials.
Course Description	Listed entities are subject to a wider range of compliance requirements following the latest amendments to the Companies Act, SGX Listing Rules and Code of Corporate Governance. This first module in the Listed Entity Director Programme guides participants on the general compliance faced by companies and their boards. It sets out the personal obligations of directors and provides clarity on how compliance and governance requirements apply to the individual director and the board collectively.
Course Objectives	1. Highlight the legal and regulatory duties and responsibilities of directors in Singapore listed entities. 2. Explain the continuing obligations applicable to listed companies in Singapore, from the perspective of the board and individual director. 3. Discuss compliance and governance requirements of the Code of Corporate Governance, including establishing board committees.
Course Outline	1. Legislation. 2. SGX Listing Rules. 3. Corporate governance. 4. Code of Corporate Governance. 5. Board structure. 6. Board agenda. 7. Board duties. 8. Director duties and liabilities.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Full day (or 2 half days online).
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $834.60 (incl. 7% GST); $842.40 (incl. 8% GST from 1 Jan 2023) Non-members: $1,155.60 (incl. 7% GST); $1,166.40 (incl. 8% GST from 1 Jan 2023) Online SID members: $749.00 (incl. 7% GST); $756.00 (incl. 8% GST from 1 Jan 2023) Non-members: $1,070.00 (incl. 7% GST); $1,080.00 (incl. 8% GST from 1 Jan 2023)
CPD Hours	8 hours.

07 │LED2
BOARD DYNAMICS

Level	Essentials.
Course Description	An effective board is a consequence of healthy board dynamics. Ensuring an appropriate mix of personalities and expertise, facilitated by a culture of mutual respect, trust and constructive dissent, is important. This module uses management concepts and the integral boardroom model to explore boardroom behaviours and how directors can work more effectively in the best interests of the company. It highlights the critical role and attributes of an effective chairman, and covers the kind of relationship that an effective board should have with management.
Course Objectives	1. Understand the importance of healthy board dynamics for an effective board. 2. Highlight the culture, interactions and behaviours that impact board and director effectiveness. 3. Examine some best practices for improving boardroom dynamics. 4. Analyse the role of the chairman and successful practices in leading an effective board.
Course Outline	1. The effective board. 2. Boardroom behaviour. 3. Board-management relationship. 4. Role of the chair.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

07 | LED3
BOARD PERFORMANCE

Level	Essentials.
Course Description	This module recaps the dual role of the board in conformance and performance, and explores the concept of what constitutes performance and value creation in today's context with multiple stakeholders. It looks at how business models, innovation and strategy can help a company create value. Other aspects of board duties, such as risk management, audit control, strategic planning, crisis management, talent development, investor relations and corporate social responsibility, are also covered.
Course Objectives	1. Understand the role of the board as a performance generator. 2. Highlight key performance determinants, such as innovation governance and culture, and strategy development and implementation. 3. Explore the differentiated roles of the board and management. 4. Focus on board governance for performance, innovation and strategy.
Course Outline	1. Governing for performance. 2. Business models and value creation. 3. Innovation. 4. Strategy. 5. Corporate development.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

07 │ LED4
STAKEHOLDER ENGAGEMENT

Level	Essentials.
Course Description	Stakeholder engagement is the basis for good corporate governance. This module covers the duties of the board in relation to the range of stakeholders (versus only shareholders) of the enterprise. It addresses briefly the regulatory requirements related to sustainability reporting, and stakeholder engagement in the context of the sustainability agenda (covered in greater depth in the LED-ESG module). This module examines the duties and responsibilities of the board towards shareholders, including corporate reporting, general meetings, investor and media relations, and crisis management.
Course Objectives	1. Understand the importance of prioritising and providing effective organisational accountability to key stakeholders. 2. Introduce the obligations of the board in relation to stakeholder rights and the sustainability agenda. 3. Develop awareness of the need for transparent, accurate and timely corporate reporting and disclosures. 4. Establish the importance of investor and media relations, and how boards should be proactive and prepare for crisis situations.
Course Outline	1. Stakeholder management. 2. Corporate reporting and disclosure requirements. 3. Shareholder rights and engagement. 4. Investor relations. 5. Media relations. 6. Crisis management.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	<u>In-person</u> SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) <u>Online</u> SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE ESSENTIALS

Level	Essentials.
Course Description	This course delves into the role and responsibilities of the board and directors in sustainability governance. It examines the impact and implications of environmental, social and governance (ESG) developments, and climate-related risks and opportunities on businesses. In highlighting the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and SGX Listing Rules on sustainability reporting, this session provides a useful background for directors to drive sustainability compliance and integrate ESG factors into their business strategy.
Course Objectives	1. Highlight the impact and implications of ESG developments on businesses. 2. Examine climate-related risks and opportunities, and how companies can drive value creation through ESG. 3. Outline the TCFD recommendations. 4. Explain SGX requirements on sustainability and climate-related risk reporting. 5. Highlight the reporting timeframe under SGX Listing Rules. 6. Explain the role and responsibilities of the board and directors in driving sustainability compliance and strategy.
Course Outline	1. Introduction to sustainability. 2. Corporate governance and sustainability. 3. Task Force on Climate-related Financial Disclosures (TCFD). 4. SGX Listing Rules and reporting guide.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, with panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

07 │ LED5
AUDIT COMMITTEE ESSENTIALS

Level	Essentials.
Course Description	The Audit Committee (AC) provides financial governance and oversight, and this module covers the role and duties of the AC. Key concepts in risk management and internal controls, including control deficiencies, fraud, whistleblowing, data analytics and anti-money laundering, are explained. The roles and duties of the internal auditor and external auditor, and their relationship with the AC, are examined. Aspects of financial reporting are explored, such as accounting standards, compliance requirements and ACRA's financial reporting surveillance programme.
Course Objectives	1. Understand the role, duties and responsibilities of a director appointed to the AC. 2. Emphasise the essentials of internal controls and financial reporting. 3. Recognise the AC's relationship and interactions with internal and external auditors. 4. Highlight key trends and regulatory developments that the AC needs to be aware of.
Course Outline	1. AC composition and workplan. 2. Risk management and internal controls. 3. Internal audit. 4. External audit. 5. Financial reporting. 6. Interested person and related party transactions.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

BOARD RISK COMMITTEE ESSENTIALS

Level	Essentials.
Course Description	The Board Risk Committee (BRC) supports the board in ensuring the adequacy and effectiveness of risk management and internal control systems. This module examines the regulatory environment and various governance structures through which boards can have oversight, as well as how the BRC can obtain assurance for its disclosure. Key concepts of risk and risk management are explained, including the risk universe, enterprise risk management frameworks, and governance, risk and compliance frameworks.
Course Objectives	1. Understand the key requirements for adequate and effective risk management and internal control systems. 2. Highlight the key disclosure requirements related to risk management and sustainability reporting. 3. Recognise the roles and functions of the board, board committees, management and assurance providers in relation to risk management and sustainability reporting.
Course Outline	1. Board structures for risk governance. 2. BRC composition and agenda. 3. Risk universe. 4. Risk management and internal control systems. 5. Cyber security overview. 6. Critical information infrastructure, operational technology and the internet of things. 7. Cyber risk and cloud technology.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

NOMINATING COMMITTEE ESSENTIALS

Level	Essentials.
Course Description	The Nominating Committee (NC) deals with mandatory board and directorship matters that direct and control a company. This module describes the NC structure, composition and authority. The various aspects of board appointments and directorships are addressed, including the types of directors, board renewal and succession planning, board composition, diversity, the selection and appointment of directors, director independence and director development. Board performance evaluations and the use of corporate governance benchmarks are also covered.
Course Objectives	1. Understand the role and responsibilities of a director appointed to the NC. 2. Highlight key considerations and rules regarding board composition and diversity. 3. Appreciate the leading practices and requirements relating to board evaluation, succession planning and director development. 4. Recognise the key disclosure requirements related to board practices and directorship.
Course Outline	1. NC composition and agenda. 2. Board and director changes. 3. Director selection, nomination and appointment. 4. Director onboarding and development. 5. Succession planning. 6. Board and CEO evaluation. 7. Corporate governance benchmarks.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

REMUNERATION COMMITTEE ESSENTIALS

Level	Essentials.
Course Description	The Remuneration Committee (RC) ensures the remuneration policies of a company are in its long-term interests. This module looks at the role, structure and functions of the RC, and the regulations and disclosure requirements that the RC must be familiar with. The philosophy, structure, mechanisms and benchmarks for non-executive director fees and executive pay are covered separately. Concepts such as pay for performance, long-term incentives, equity-based remuneration and talent management are examined.
Course Objectives	1. Understand the roles and responsibilities of the RC and RC chair. 2. Highlight principles and frameworks to support responsible board and executive remuneration decisions. 3. Review the approaches towards setting non-executive director fees and executive compensation levels, including design elements related to incentives and equity plans. 4. Examine the linkages between executive pay and talent management.
Course Outline	1. RC composition and agenda. 2. Non-executive director fees. 3. Executive remuneration. 4. Equity-based remuneration. 5. Talent management. 6. RC stakeholder engagement.
Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

08 | QLED

QUALIFIED LISTED ENTITY DIRECTOR ASSESSMENT

Level	Essentials.
Course Description	SID members who complete all five Listed Entity Director (LED) Programme Core modules on the listed entity environment (Listed Entity Director Essentials; Board Dynamics; Board Performance; Stakeholder Engagement; Environmental, Social and Governance Essentials) and any two Elective modules on the work of the main board committees (Audit; Board Risk; Nominating; Remuneration) may opt to sit for the Qualified Listed Entity Director (QLED) Assessment. Candidates who pass the assessment will be awarded a QLED Certificate from SID to recognise that they have demonstrated mastery in foundational knowledge of the duties and responsibilities of boards and directors.
Course Objectives	1. Evaluate the candidate's learning of skills and knowledge covered in the LED Programme. 2. Assess directors' understanding of their duties on the board and major board committees, as well as regulatory, compliance and governance matters. 3. Ensure that directors have sufficient knowledge that would guide them to act in the best interests of the company.
Course Outline	(see table below)

Assessment Combination	Exam Syllabus	
	Core Modules	*Elective Modules*
Combo 5/6 LED Core Modules, AC and BRC Essentials	1. LED Essentials 2. Board Dynamics 3. Board Performance 4. Stakeholder Engagement 9. Environmental, Social and Governance Essentials	5. Audit Committee Essentials 6. Board Risk Committee Essentials
Combo 5/7 LED Core Modules, AC and NC Essentials		5. Audit Committee Essentials 7. Nominating Committee Essentials
Combo 5/8 LED Core Modules, AC and RC Essentials		5. Audit Committee Essentials 8. Remuneration Committee Essentials
Combo 6/7 LED Core Modules, BRC and NC Essentials		6. Board Risk Committee Essentials 7. Nominating Committee Essentials
Combo 6/8 LED Core Modules, BRC and RC Essentials		6. Board Risk Committee Essentials 8. Remuneration Committee Essentials
Combo 7/8 LED Core Modules, NC and RC Essentials		7. Nominating Committee Essentials 8. Remuneration Committee Essentials

Target Audience	Aspiring, new and current directors, and senior management of listed companies.
Course Duration	2 hours.
Format	The QLED Assessment is an open-book, computer-based assessment comprising 100 multiple choice questions. A set of the Corporate Governance Guides for Boards in Singapore will be provided for candidates' reference during the exam. The pass mark is 75%.
Course Fees	SID member: $203.30 (incl. 7% GST); $205.20 (incl. 8% GST from 1 Jan 2023)
CPD Hours	2 hours.

66 Candidates who pass the assessment will be awarded a QLED Certificate from SID to recognise that they have demonstrated mastery in foundational knowledge of the duties and responsibilities of boards and directors. 99

09 | LEDM

LISTED ENTITY DIRECTOR PROGRAMME (MANDARIN) CORE

Level	Essentials.
Course Description	The Listed Entity Director (LED) Programme is supported by the Singapore Exchange. It is a pre-requisite course for first-time appointees on boards of listed companies, to equip them with the skills and knowledge to execute their roles as directors effectively. The focus is on the range of regulatory, compliance and corporate governance matters of listed companies in Singapore. The programme is conducted in Mandarin and designed for China-based senior management and board directors. It is a Mandarin version of the five core modules of the LED Programme.
Course Objectives	1. Provide an overview of the regulatory environment of a listed company in Singapore, with focus on the Companies Act, SGX Listing Manual and Code of Corporate Governance. 2. Discuss the roles and responsibilities of a listed entity director, in the current regulatory environment. 3. Describe the roles and functions of the board and main board committees. 4. Examine relevant case studies in reference to the different functional roles of the board, for both conformance and performance.
Course Outline	1. Corporate governance. 2. Legislation, SGX Listing Rules and Code of Corporate Governance. 3. Directors' duties and responsibilities. 4. Board structure, agenda and duties. 5. Board dynamics. 6. Board performance. 7. Stakeholder engagement. 8. Environmental, Social and Governance Essentials. 9. Case studies.
Target Audience	Aspiring, new and current directors, and senior management of listed companies (who are fluent in Mandarin).
Course Duration	6 half-day sessions.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	Online SID member: $3,905.50 (incl. 7% GST); $3,942.00 (incl. 8% GST from 1 Jan 2023) Non-member: $4,558.20 (incl. 7% GST); $4,600.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	24 hours in total.

10 | SPAC

BOARD GOVERNANCE OF SPECIAL PURPOSE ACQUISITION COMPANIES

Level	Essentials.
Course Description	This course will delve into the specific roles and responsibilities of directors appointed to the board of a special purpose acquisition company (SPAC). A distinguished panel of speakers will highlight the audit and risk management issues of SPACs, and cover the SGX regulatory framework on SPACs. By examining the historical context and international experience of the SPAC and de-SPAC process, this session provides a useful background for directors and professionals supporting the board governance of SPACs.
Course Objectives	1. Outline the unique features of SPACs. 2. Explain SGX SPAC listing framework. 3. Highlight recent issues and de-SPAC experience of SPACs in the US. 4. Outline the audit requirements and risk management of SPACs. 5. Explain valuation triggers and requirements along the stages of a SPAC lifecycle. 6. Describe the role and responsibilities of the board and directors in a SPAC, and highlight the key differences as compared to regular corporate boards.
Course Outline	1. An introduction of SPACs. 2. SGX SPACs listing framework. 3. US SPACs – Recent issues and de-SPAC experience. 4. Audit requirements and risk management of SPACs. 5. Valuation of target companies. 6. Board and directors' role in SPACs, including assessing suitability of target company.
Target Audience	Aspiring, new and current directors on SPAC boards.
Course Duration	Half day.
Format	Presentation with case studies, with panel discussion and Q&A.
Course Fees	In-person SID members: $481.50 (incl. 7% GST); $486.00 (incl. 8% GST from 1 Jan 2023) Non-members: $684.80 (incl. 7% GST); $691.20 (incl. 8% GST from 1 Jan 2023) Online SID members: $395.90 (incl. 7% GST); $399.60 (incl. 8% GST from 1 Jan 2023) Non-members: $599.20 (incl. 7% GST); $604.80 (incl. 8% GST from 1 Jan 2023)
CPD Hours	3 hours.

11 | SGD

GOVERNANCE FOR OUTSTANDING ORGANISATION DIRECTORS PROGRAMME

Level	Essentials.
Course Description	The Governance for Outstanding Organisation Directors (SGOOD) programme is designed around the learning needs of board members of nonprofit organisations (NPOs). The programme goes beyond the basic compliance requirements of a nonprofit director to provide an understanding of the various aspects of an NPO and good governance practices. The programme is developed in collaboration with the Social Service Institute, a division of the National Council of Social Service.
Course Objectives	1. Explore the nonprofit landscape in Singapore, the implications for nonprofit governance and how it differs from those for commercial organisations. 2. Differentiate between the roles of board and management – and board members who serve as governors and volunteers – and advance best practices for the board. 3. Analyse areas of strengths and gaps associated with board roles and responsibilities, and facilitate greater organisational alignment and board priorities for the NPO. 4. Examine talent and volunteer management strategies to ensure operational sustainability. 5. Compare strategic options to make informed decisions that are aligned with the mission of the NPO. 6. Understand the financial reporting requirements for compliance with the Charities Accounting Standard and accountability to stakeholders. 7. Learn about fundraising approaches and stakeholder management to ensure organisational sustainability. 8. Explore social innovations, technologies, enterprise and other trends on the horizon to improve the effectiveness of NPOs.
Course Outline	The eight modules in the SGOOD series cover different governance challenges and considerations of being an NPO director. The programme seeks to help directors understand their duties on the NPO board. • SGD1: Essentials of NonProfit Board Leadership. • SGD2: Board Dynamics. • SGD3: Board and Management Dynamics. • SGD4: Talent and Volunteer Management. • SGD5: Strategy and Board Performance. • SGD6: Financial Management and Accountability. • SGD7: Fundraising, Outreach and Advocacy. • SGD8: Social Trends.

Target Audience	Aspiring, new and current directors, and senior management of NPOs.
Course Duration	8 modules (Half-day sessions per module).
Format	Presentation with case studies, group discussion, followed by panel discussion and Q&A.
Course Fees	Per module In-person $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) Online $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	32 hours in total. (4 hours per module)

❝ The programme goes beyond the basic compliance requirements of a nonprofit director to provide an understanding of the various aspects of a nonprofit organisation and good governance practices which are important. ❞

ESSENTIALS OF NONPROFIT BOARD LEADERSHIP

Level	Essentials.
Course Description	This session is the first module in the Governance for Outstanding Organisation Directors (SGOOD) Programme. It provides participants with a macro perspective of the nonprofit ecosystem: the structure, major players, applicable regulations and policy priorities. This session seeks to impart an understanding of the practical implications of the duties and workings of the nonprofit board and its directors.
Course Objectives	1. Examine the nonprofit landscape in Singapore, the implications for nonprofit governance and how it differs from that of commercial organisations. 2. Understand the nonprofit board structure and its role. 3. Differentiate between conformance and performance. 4. Understand the "head and heart" of a nonprofit leader.
Course Outline	1. Overview of Singapore's nonprofit sector. 2. Charities and board governance. 3. Conformance vs performance. 4. The "head and heart" of the nonprofit director. 5. Community partner sharing and group discussion. 6. Case study. 7. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) Online $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

11 │ SGD2
BOARD DYNAMICS

Level	Essentials.
Course Description	This session looks at how nonprofit boards evaluate themselves in fulfilling their roles and responsibilities, using the results of board assessments to enhance board performance. In reviewing their board structure, control processes, competencies and diversity mix, boards can facilitate greater team cohesion and clarity of focus to achieve the nonprofit organisation's vision and mission.
Course Objectives	1. Analyse board composition and best practices. 2. Examine the framework for board dynamics to consider boardroom interactions and relationships. 3. Understand the role of the board chair. 4. Recognise the criteria for board evaluation.
Course Outline	1. Board composition and practices. 2. Boardroom interactions and relationships. 3. Role of the board chair. 4. Board evaluation. 5. Community partner sharing and group discussion. 6. Case study. 7. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	<u>In-person</u> $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) <u>Online</u> $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

BOARD AND MANAGEMENT DYNAMICS

Level	Essentials.
Course Description	The effectiveness of the organisation is dependent on senior management working hand-in-hand with the board and its committees. This session examines the role of board members as governors and volunteers. It highlights the necessary policies and practices to improve communication, foster trust and promote collaboration on strategic and operational matters between board and management.
Course Objectives	1. Differentiate the roles of board and management. 2. Recognise board members as volunteers and governance leads. 3. Analyse best practices for the board in terms of strategy and operations. 4. Equip participants with tools to help the board control and support management.
Course Outline	1. Board and staff roles. 2. Board members as volunteers and governance leads. 3. Control and support of management. 4. Strategies and operations. 5. Board-executive director relationship. 6. Community partner sharing and group discussion. 7. Case study. 8. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) Online $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

11 │ SGD4
TALENT AND VOLUNTEER MANAGEMENT

Level	Essentials.
Course Description	Nonprofits need strong support and oversight from their boards to design, implement and sustain strong strategies for attracting and retaining talent in the organisation. This session highlights the need for nonprofit boards to understand the trends, competencies and tools in human capital management. It also explores frameworks that will help board members better manage board talent renewals, succession policies and diversity.
Course Objectives	1. Understand the importance and challenges of human capital management in nonprofit organisations. 2. Explore the board's role in driving talent resourcing success. 3. Learn about leading approaches in managing talent and volunteers sustainably using the Volunteer (Board and Executive) Management Framework. 4. Examine volunteer management strategies and board election and succession policies based on competencies, diversity and inclusion.
Course Outline	1. Importance of talent and volunteer management in the nonprofit sector. 2. Challenges in talent and volunteer management in nonprofit organisations. 3. Board's role in driving resourcing success in their organisations. 4. Leading approaches in managing talent and volunteer sustainability. 5. Community partner sharing and group discussion. 6. Case study. 7. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) Online $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

STRATEGY AND BOARD PERFORMANCE

Level	Essentials.
Course Description	Effective boards make impactful and sustainable strategic decisions that are aligned with the organisation's mission. Board preparedness for change and disruption, and understanding of crisis and risk management strategies, as well as processes for building organisational resilience, are critical board skills. This session seeks to equip participants with the frameworks and tools to evaluate the strategic options and business models to meet the organisational objectives.
Course Objectives	1. Compare strategic options to make informed decisions that are aligned with the mission of the nonprofit organisation. 2. Understand what makes a successful approach using strategy pyramid and strategic planning methods and tools. 3. Explore the theory of change and craft the intended impact statement. 4. Use the balanced scorecard system to align and communicate strategies and programmes.
Course Outline	1. Board performance and nonprofit missions. 2. What makes a successful strategy. 3. Strategic planning, methods and tools. 4. Balanced scorecard. 5. Community partner sharing and group discussion. 6. Case study. 7. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) Online $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

FINANCIAL MANAGEMENT AND ACCOUNTABILITY

Level	Essentials.
Course Description	The board is accountable for the performance of the organisation and its financial results. As the gatekeeper of financial governance, the board provides overall guidance and advice on enterprise risk management. In the case of nonprofit organisations especially, the board is also responsible for the social impact of the organisation and its alignment with the mission. This session examines the compliance requirements for financial reporting and the latest approaches to measuring social impact.
Course Objectives	1. Learn to analyse nonprofit financial statements. 2. Explore factors related to reserves and investments. 3. Understand the role of the board in evaluating financial risks and enhancing financial governance. 4. Explore financial planning and reporting requirements to ensure compliance with the Charities Accounting Standard and the measurement of social impact for increased accountability to stakeholders.
Course Outline	1. Financial Reporting Standards vs Charities Accounting Standard. 2. Review and analysis of financial statements. 3. Reserves and investments. 4. Financial risks. 5. Enhancing financial governance. 6. Community partner sharing and group discussion. 7. Case study. 8. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	<u>In-person</u> $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) <u>Online</u> $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

FUNDRAISING, OUTREACH AND ADVOCACY

Level	Essentials.
Course Description	One of the responsibilities of the nonprofit board is to ensure the efficient and effective mobilisation of resources to fulfil the organisation's mission. This session will focus on the ways in which boards provide leadership in fundraising and stakeholder management, using case examples. Participants will explore fundraising strategies and stakeholder management options and determine directions that ensure organisational sustainability.
Course Objectives	1. Explore the board's role in fundraising approaches and practices in getting financial support. 2. Understand fundraising concepts and frameworks related to human resources, and learn to evaluate fundraising success. 3. Examine fundraising policies for better governance. 4. Learn effective advocacy and outreach strategies through case presentation, to improve outreach to targeted groups.
Course Outline	1. Board's role in fundraising. 2. Fundraising costs and regulations. 3. Community partner sharing. 4. Case study and group discussion. 5. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) Online $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

SOCIAL TRENDS

Level	Essentials.
Course Description	This concluding module in the Governance for Outstanding Organisation Directors (SGOOD) Essentials series explores the trends in social innovation, social media, social enterprises and other developments impacting the social sector. It offers insights into ideas on the horizon and helps participants examine their roles in a rapidly changing world where there is a blurring of boundaries between for-profit and nonprofit sectors.
Course Objectives	1. Investigate the trends in social innovations, technologies and enterprises that can improve the effectiveness of nonprofit organisations. 2. Understand the developments in the social enterprise sector and the impact on the nonprofit sector and funders' motivations. 3. Explore social innovations including the impact of fintech on addressing social needs. 4. Examine the role of the board in directing and supporting the nonprofit organisation through the use of social media as a tool for social change, engagement and outreach.
Course Outline	1. Social enterprise. 2. Social innovation. 3. Tech for Good. 4. Social media. 5. Community partner sharing and group discussion. 6. Case study. 7. Panel discussion.
Target Audience	Aspiring, new and current directors of nonprofit organisations.
Course Duration	Half day.
Format	Presentation with case studies, followed by panel discussion and Q&A.
Course Fees	In-person $470.80 (incl. 7% GST); $475.20 (incl. 8% GST from 1 Jan 2023) Online $235.40 (incl. 7% GST); $237.60 (incl. 8% GST from 1 Jan 2023) This course is subject to approval for the Charities Capability Fund (CCF) training grant. All exempt, registered charities and Institutions of a Public Character can apply for CCF funding. Registration is on a first-come-first-served basis, with priority to CCF-funded applicants.
CPD Hours	4 hours.

BUSINESS FUTURE SERIES

Level	Advanced.
Course Description	Businesses face huge challenges in the aftermath of the global pandemic. Geopolitical conditions, economic squeeze and emerging technologies present formidable considerations, as companies strive to navigate the landscape and stay competitive. The Business Future Series comprises stand-alone course modules aimed at providing participants with a deeper understanding of emerging trends that impact businesses. These trends, such as sustainability, disruptive technologies, artificial intelligence and developments in the cyber security space, create both risks and opportunities for businesses, and impact the board's role in ensuring value creation and the performance of their companies.
Course Objectives	1. Enhance participants' understanding of the relevant key concepts. 2. Provide insights and updates on emerging trends to enable participants to analyse how their organisations may be impacted. 3. Highlight issues and consequences through case studies and live demonstrations. 4. Stimulate debate and discussion on how companies can respond to specific business trends and continue to stay ahead. 5. Understand the impact of specific trends on the board's role in ensuring value creation and performance of their companies.
Course Outline	BFS1: Disruptive Technologies for Directors. BFS2: Cyber Security for Directors. BFS3: Sustainability for Directors.
Target Audience	Directors, senior management and professionals seeking to understand emerging trends and their implications.
Course Duration	Half day.
Format	Presentation with case studies and live demonstrations, followed by panel discussion and Q&A.
Course Fees	Per module In-person SID members: $524.30 (incl. 7% GST); $529.20 (incl. 8% GST from 1 Jan 2023) Non-members: $727.60 (incl. 7% GST); $734.40 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

12 | BFS1
DISRUPTIVE TECHNOLOGIES FOR DIRECTORS

Level	Advanced.
Course Description	Directors, as fiduciaries of their companies, cannot ignore the relentless tidal wave of technology changing the basis of competition, disrupting old business models and redefining industries. This course, conducted in collaboration with a leading global professional services company, aims to provide directors with an overview of the evolving mega trends in technology.
Course Objectives	1. Recognise how disruptive technologies are evolving in the digitalisation of industries. 2. Learn about major disruptive technologies. 3. Reflect on the potential impact and challenges of disruptive technologies. 4. Appreciate the significance of digital directorship.
Course Outline	1. Overview of key disruptive technologies and trends. 2. Deep dive, with demonstrations and case studies, into current trends in major disruptive technologies. 3. Panel discussion on implications of cyber trends. 4. Explore the role of the digital director.
Target Audience	Directors seeking to understand the disruptive impact of today's exponential technologies and their implications.
Course Duration	Half day.
Format	Presentation with case studies and live demonstrations, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $524.30 (incl. 7% GST); $529.20 (incl. 8% GST from 1 Jan 2023) Non-members: $727.60 (incl. 7% GST); $734.40 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

12 │ BFS2
CYBER SECURITY FOR DIRECTORS

Level	Advanced.
Course Description	With the growing scale and sophistication of cyber attacks on companies globally, cyber security has moved from the server room to the boardroom. This course is organised in collaboration with leading organisations in the field of cyber security, and provides directors with a primer on the emerging trends in cyber security and the strategies and tools available to manage cyber risks. Participants will experience an immersive cyber crisis war game and engage with cyber security experts in post-game analysis of their decision-making process.
Course Objectives	1. Understand the cyber security landscape. 2. Appreciate real-time considerations during a cyber attack and the responses. 3. Learn how organisations can detect, prevent and recover from cyber breaches. 4. Know the board's oversight responsibilities in cyber security and considerations when assessing an organisation's preparedness. 5. Glean learning points from companies' case studies. 6. Understand how to manage risks and harness business opportunities in emerging technologies.
Course Outline	1. The cyber threat landscape and its future. 2. Strategies and tools to manage cyber security. 3. War game on cyber security. 4. Cyber defence, attack management and board implications. 5. Cyber strategy for the board: understanding and protecting against the evolving threat landscape. 6. Understand how to manage risks and harness new business opportunities in emerging technologies.
Target Audience	Directors and senior management of companies seeking to better understand cyber threats and the board's response.
Course Duration	Half day.
Format	Presentation with case studies and live demonstrations, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $524.30 (incl. 7% GST); $529.20 (incl. 8% GST from 1 Jan 2023) Non-members: $727.60 (incl. 7% GST); $734.40 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

12 │ BFS3
SUSTAINABILITY FOR DIRECTORS

Level	Advanced.
Course Description	Sustainability is an emerging critical topic for companies and their boards. The sustainability agenda is being pushed by the broad range of stakeholders from customers to investors and regulators. This module supports the board in fulfilling its role to look at the long-term viability of the company whilst understanding and respecting the competing needs of all its stakeholders, shareholders, investors, directors, employees, customers, suppliers, authorities, society and the environment. This course highlights the potential impact on businesses due to increasing social and environment awareness leading to enhanced corporate responsibility and new business models.
Course Objectives	1. Provide an overall understanding of what sustainability means. 2. Learn about the changing landscape and risks arising from technological, environmental and social issues, heightened regulatory environment and expectations from investors and other stakeholders. 3. Provide insights on available tools and methodologies that can help identify business risk as well as opportunities, and develop a framework for monitoring and reporting on sustainability.
Course Outline	1. Concepts and definitions that directors need to know and understand about sustainability. 2. Technological, environmental, social and governance trends that impact business. 3. Risk management and sustainability. 4. The changing rules of the game: from integrated reporting to new ways to assess a company's sustainability. 5. The role of the board and questions that directors should ask CEOs in relation to sustainability.
Target Audience	Directors and senior management of companies seeking to better understand emerging ESG trends and the board's response.
Course Duration	Half day.
Format	Presentation with case studies and live demonstrations, followed by panel discussion and Q&A.
Course Fees	In-person SID members: $524.30 (incl. 7% GST); $529.20 (incl. 8% GST from 1 Jan 2023) Non-members: $727.60 (incl. 7% GST); $734.40 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 hours.

13 │ MCD
MASTERCLASSES FOR DIRECTORS

Level	Advanced.
Course Description	The Masterclass series comprises stand-alone course modules aimed at bringing the competencies of experienced directors to the next level. Masterclass faculty are selected for their ability to facilitate a deep dive into specific areas of competencies, and bring out learning points from case studies and group interaction. The Masterclasses thrive on group sharing of perspectives and experiences, and deliberative engagement on different points of view are to be expected.
Course Objectives	1. Enhance understanding and update on key trends in directorship matters. 2. Challenge alternative perspectives through different sets of lenses. 3. Appreciate the complexities of problem-solving through debate and discussion. 4. Learn though sharing of real-life boardroom experiences and issues, using case studies.
Course Outline	The course outline and dates will be announced in 2023.
Target Audience	Directors seeking to sharpen their directorship skills.
Course Duration	Half to 2 full days (depending on the module).
Format	Presentation with case studies and group discussion, facilitated by experienced professionals and/or leading academics. Peer sharing and participation is part of the learning process. (Preparation prior to class attendance may be required.)
Course Fees	Half day In person SID members: $524.30 (incl. 7% GST); $529.20 (incl. 8% GST from 1 Jan 2023) Non-members: $727.60 (incl. 7% GST); $734.40 (incl. 8% GST from 1 Jan 2023) 1 Full day In person SID members: $834.60 (incl. 7% GST); $842.40 (incl. 8% GST from 1 Jan 2023) Non-members: $1,166.30 (incl. 7% GST); $1,177.20 (incl. 8% GST from 1 Jan 2023) 2 Full days In person SID members: $1,669.20 (incl. 7% GST); $1,684.80 (incl. 8% GST from 1 Jan 2023) Non-members: $2,332.60 (incl. 7% GST); $2,354.40 (incl. 8% GST from 1 Jan 2023)
CPD Hours	4 - 16 hours (depending on the module).

14 │ SDP
SID-SMU DIRECTORSHIP PROGRAMME

Level	Advanced.
Course Description	The SID-SMU Singapore Directorship Programme (SDP) was launched in 2007, the first local director training programme with formal certification. The partnership brings together Singapore Management University's academic excellence and strength in delivering executive programmes with the Singapore Institute of Directors' strong network of business leaders in the corporate sector. Set within an Asian context, this unique six-module programme provides a 360-degree board-level view of key strategic areas and issues faced by company directors. It aims to enhance participants' boardroom skills and update their knowledge and ability to lead in challenging times. The programme is organised in two tiers. Participants can obtain an Executive Diploma in Directorship by completing all six assessable modules successfully. Alternatively, participants can obtain an Executive Certificate in Directorship by completing the first three modules successfully. The modules can be taken non-sequentially, providing scheduling flexibility. Graduates from the Programme may be invited to apply to become SMU Associate Alumni.
Course Objectives	1. Increased understanding of the role of company directors. 2. Provide practical frameworks and strategies to effectively manage critical issues around risk management, corporate social responsibility (CSR), C-level succession planning and compensation, and more. 3. Overview and development of key frameworks for legal issues and prudent strategies to help boards navigate in today's litigious environment. 4. Facilitate soft skills development for managing relations and challenging discussions among board members.
Course Outline	**SDP1: The Role of Directors: Duties, responsibilities and legal obligations.** • Board structure, operations and responsibilities to stakeholders and of the board. • The role and duties of directors on a board, and directors' inter-relationships. • Overview of the Companies Act and SGX listing regulation as it applies to directors and how directors can fall foul of this legislation. • Implications and consequences of a breach of director obligations. • Case studies for discussion and application.

Course Outline	**SDP2: Assessing Strategic Performance: The board-level view.** The role and responsibilities of the board in the oversight of company strategy. • Understanding both organic and inorganic pathways to value growth. • The use of influence and persuasion to achieve desired strategic outcomes. • How to better structure board discussions to reach beneficial strategic outcomes, avoid common decision biases, and positively challenge management. • Case studies to understand the role of directors in charting board strategy and in conjunction with management. **SDP3: Finance for Directors.** • Evaluation of the financial health of the company using accepted methods in financial statement analyses. • Understanding how to evaluate and make rationale financial decisions. • Identifying the different sources of funds for a company. • Dividend decisions and policies. • Effective investment decisions. • Integrated assurance framework and internal controls. • Creating long-term shareholder and stakeholder value. • Ensuring appropriate effective investment decisions. • Case studies to understand the financial implications of board decisions and whether these are aligned with company strategy. **SDP4: Risk and Crisis Management.** • Lines of defense to ensure effective controls within the firm. • Early warning systems to alert the board and senior management to emerging risks. • Strategies to anticipate and prevent crises from occurring. • Risk management strategies. • Crisis response to ensure business continuity. • Risk appetite/tolerance levels and strategy. • Developing a risk aware organisational culture. • Case studies and application of principles through group discussions. **SDP5: Board Governance and Strategic Corporate Social Responsibility.** • The board role in corporate governance, including ethics and values. • Board composition and diversity. • Role of board independence from management, making challenging decisions in a cooperative and constructive manner. • Strategic CSR and sustainable business value. • Integrating CSR into a company's core business objectives. • Impact of environmental, social and governance issues on investor relations • Case studies on critical principles for governance and CSR. **SDP6: Effective Succession Planning and Compensation Decisions.** • Roles and responsibilities of the nominating and remuneration committees. • Succession planning programme for the board and senior management. • Ensuring continuity of talent in key leadership positions. • Board performance evaluation. • Talent management. • Effective compensation plans to align with talent strategy creating shareholder value. • Executive compensation schemes and policies. • Directors' risk/reward considerations and D&O insurance. • Case studies relating to the nominating and remuneration committees.

	Leading to the award of
Module 1-3 (3 days per module) SID members: $3,715.20 (incl. 8% GST from 1 Jan 2023) per module Non-members: $4,147.20 (incl. 8% GST from 1 Jan 2023) per module SID members: $10,627.20 (incl. 8% GST from 1 Jan 2023) 3-module package Non-members: $11,923.20 (incl. 8% GST from 1 Jan 2023) 3-module package	Executive Certificate in Directorship
Module 4- 6 (2 days per module) SID members: $2,678.40 (incl. 8% GST from 1 Jan 2023) per module Non-members: $3,110.40 (incl. 8% GST from 1 Jan 2023) per module SID members: $7,776.00 (incl. 8% GST from 1 Jan 2023) 3-module package Non-members: $9,072.00 (incl. 8% GST from 1 Jan 2023) 3-module package	-
Module 1-6 SID members: $ 18,403.20 (incl. 8% GST from 1 Jan 2023) ($10,627.20 + $7,776.00) Non-members: $20,995.20 (incl. 8% GST from 1 Jan 2023) ($11,923.20 + $9,072.00)	Executive Diploma in Directorship

Target Audience	Aspiring, newly-appointed and current board members, senior management of corporations, government and nonprofit organisations and senior partners of professional firms who interact with corporate boards and would like to understand the intricacies of board roles and responsibilities.
Course Duration	6 modules (2–3 days per module).
Format	Interactive classroom lectures by leading faculty and senior industry practitioners, with regional and global case studies discussion. Group interaction and simulations are integrated into the sessions.
CPD Hours	24 hours per 3-day module; 16 hours per 2-day module. (120 hours total for the complete programme)

15 │ IDP

SID-INSEAD INTERNATIONAL DIRECTORS PROGRAMME

Level	Advanced.
Course Description	The Singapore Institute of Directors has partnered with leading business school INSEAD and the INSEAD Corporate Governance Centre to bring the acclaimed International Directors Programme (IDP) to Asia. The IDP seeks to develop more effective directors for the increasingly complex governance challenges presented by dynamic global markets. Conducted in three modules , the programme is designed to take directors to the next level by going beyond compliance and focusing on excellence in board practice. The IDP offers practical and tested frameworks as well as tools to hone judgement, sharpen decision-making and augment the oversight abilities of directors seeking to boost their existing competences and better prepare for new board mandates. Participants come from a range of backgrounds across the globe, providing the group with a broader perspective on directors' challenges. Participants can choose to enrol for the IDP Asia cohort that features all three modules delivered on INSEAD's campus in Singapore or one that offers Modules 1 and 3 on INSEAD's campus in Singapore and Module 2 on INSEAD's Fontainebleau campus in France. Participants who successfully complete the three modules of the IDP may apply for the INSEAD Certificate in Corporate Governance.
Course Objectives	1. Understand the broader context in which boards operate and the responsibilities that come with a director's mandate. 2. Provide an overview of the knowledge and competencies expected from directors in today's environment. 3. Develop director-specific skills that contribute to the creation of a high-performing board culture. 4. Hone directors' ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance.
Course Outline	**IDP1: Board Fundamentals: Responsibility, Effectiveness, Decision-Making and Strategy.** • Fundamentals of director and board effectiveness. • Fiduciary duty and shareholder supremacy. • The main governance challenges. • Effective decision-making in the boardroom. • The strategy imperative. • Value creation at the board level.

Course Outline	**IDP2: Board Dynamics, Efficiency and the Role of Committees.** • CEO-board dynamics and conflict. • The director as a political actor and the question of power. • Fair process leadership: a model for the board. • CEO selection, oversight, evaluation and succession. • CEO remuneration. • Financial statements and red flags in reporting. **IDP3: Developing Directors and Their Boards.** • Boards and organisations in crisis. • Fraud as a consequence of poor governance. • The challenge and opportunity of board diversity. • Putting it all together through a board simulation. • 360-degree evaluation of director strengths and development opportunities. • Group coaching techniques for director improvement. • Reflecting on roles and commitments. **New programme content as of September 2022** As the business environment changes at increasing speed and subjects such as decarbonisation and diversity, equity and inclusion take greater prominence on business agendas, it is imperative that the education of board members follows suit. From September 2022, the IDP incorporates additional material on environmental, social and governance (ESG) mandates, boardroom ethics and digital transformation, building upon and complementing foundational topics.
Target Audience	Experienced directors, senior management who work closely with boards and professionals engaged in corporate governance. Applicants must have a minimum of one year of experience sitting on a board so that they can fully benefit from and contribute to a programme that involves role play, simulations and exchanges with other participants.
Course Duration	3 modules IDP1 and IDP2: 3.5 days per module IDP3: 3 days
Format	Interactive classroom lectures by leading faculty and senior industry practitioners, with regional and global case studies discussion. Group interaction, role plays and simulations are integrated into the sessions.
Course Fees	In-person SID members: $34,459.35 (incl. 7% GST); $34,781.40 (incl. 8% GST from 1 Jan 2023) Non-members: $36,273.00 (incl. 7% GST); $36,612.00 (incl. 8% GST from 1 Jan 2023)
CPD Hours	80 hours (in total).

16 | BDC
BOARD CONVERSATIONS

Level	Focus.
Course Description	The Board Conversation series is designed to encourage sharing and learning on topics of interest and impact to boards and directors. The closed-door sessions focus on issues relevant to the board and each of the main board committees. Each Board Conversation is hosted by SID in collaboration with a partner organisation. A select group of chairmen or CEOs will be invited to discuss a specific topic in a roundtable setting.
Course Objectives	1. Provide a convivial setting for peer chairmen and CEOs to focus on a relevant topic of interest and value. 2. Share learning points and engage with peers to benefit from multiple perspectives and different approaches. 3. Enable participants to further contribute to the development of board thinking and leadership practices in Singapore.
Course Outline	A main topic, based on a current hot governance issue, will be the focus for each event. The specific topic will depend upon the group of chairmen or CEOs and the prevailing issues of interest. The theme is decided by SID in consultation with the partner organisation. Each session usually begins with a presentation on the selected topic and a series of discussion points followed by facilitated dialogue amongst the peer chairmen or CEOs, according to the following categories. • BDC1: Board. • BDC2: Audit Committee. • BDC3: Board Risk Committee. • BDC4: Nominating Committee. • BDC5: Remuneration Committee. • BDC6: CEO.
Target Audience	Board chairmen, chairmen of relevant board committees and CEOs.
Course Duration	2 hours (per session).
Format	Presentation, roundtable exchange and facilitated discussion.
Course Fees	Complimentary (By invitation only).
CPD Hours	2 hours (per session).

PIT-STOPS NEW

Level	Focus.
Course Description	The Pit-Stop series is specially designed to help board members explore in greater detail specific areas of significance to board-level committees (audit, risk, nominating and remuneration). Other board directors and senior management will also benefit from the Pit-Stops, which drill down into specialised areas of interest. The series is focused on defined current topics relevant to audit, risk, nominating and remuneration committees. Pit-Stop sessions present an opportunity for participants to ask questions, share and discuss topical issues within the realm of the committees.
Course Objectives	1. Equip directors with fundamental understanding of specific topics to enable them to ask pertinent questions of management and external professional service providers. 2. Provide a platform for sharing and discussion on issues relevant to audit, risk, nominating and remuneration committees. 3. Highlight learning points and encourage thought leadership in boardrooms.
Course Outline	A specific topic, based on regulatory trends or corporate governance, will be the focus for each event. The theme is decided by SID in consultation with the partner organisation, if any. The title, content and thrust of Pit-Stops, by their nature, may change depending upon the timing of delivery. New topics and sessions will be added during the year. The following topics are planned for 2023: • PSP1: Cyber Risk. • PSP2: Financial and Tax Resilience. • PSP3: Climate Risk Reporting. • PSP4: Sustainability Reporting and Assurance. • PSP5: Strengthening Board Effectiveness Assessments. • PSP6: Board Succession. • PSP7: Board Diversity. • PSP8: Conversation with Public Sector Leader.
Target Audience	Chairs and members of audit, risk, nominating and remuneration committees, directors and senior management who work closely with boards.
Course Duration	2 hours (per session).
Format	Presentation with case studies, and Q&A.
Course Fees	In-person SID members: $107.00 (incl. 7% GST); $108.00 (incl. 8% GST from 1 Jan 2023) Non-members: $139.10 (incl. 7% GST); $140.40 (incl. 8% GST from 1 Jan 2023) Online SID members: $64.20 (incl. 7% GST); $64.80 (incl. 8% GST from 1 Jan 2023) Non-members: $107.00 (incl. 7% GST); $108.00 (incl. 8% GST from 1 Jan 2023)
CPD Hours	2 hours (per session).

18 | CTP
CURRENT TOPICS NEW

Level	Focus.
Course Description	The Current Topic series comprises a range of talks, forums, roundtables, workshops and panel discussions on current topics of interest to directors. The focus is on trending boardroom issues and directorship matters. Discussion topics may also be related to upcoming or current regulatory changes. Hosted by SID, the format of the session depends on the topic and the partner organisations, if any.
Course Objectives	1. Offer a platform to focus on specific areas of interest and value to directors. 2. Discuss key issues and examine differing perspectives on current topics related to directorship and corporate governance. 3. Highlight learning points and encourage thought leadership in boardrooms.
Course Outline	A specific topic, based on regulatory trends or corporate governance, will be the focus for each event. The theme is decided by SID in consultation with the partner organisation, if any. The title, content and thrust of Current Topics, by their nature, may change depending upon the timing of delivery. New topics and sessions will be added during the year. Some of the tentative topics for 2023 are included below: CTP1: Megatrends Shaping the Future of Boards. CTP2: Bringing Digital to the Boardroom. CTP3: Remuneration and ESG. CTP4: Stakeholder Engagement.
Target Audience	Aspiring, new and current directors, senior management and professionals who work closely with boards and on corporate governance.
Course Duration	2 hours (per session).
Format	Presentation, webinar, forum, roundtable, workshop or panel discussion.
Course Fees	Per session In person SID members: $107.00 (incl. 7% GST); $108.00 (incl. 8% GST from 1 Jan 2023) Non-members: $139.10 (incl. 7% GST); $140.40 (incl. 8% GST from 1 Jan 2023) Online SID members: $64.20 (incl. 7% GST); $64.80 (incl. 8% GST from 1 Jan 2023) Non-members: $107.00 (incl. 7% GST); $108.00 (incl. 8% GST from 1 Jan 2023)
CPD Hours	2 hours (per session).

19 │ S&C
SEMINARS AND CONFERENCES

Level	Focus.
Course Description	Industry experts, regulators, academics and thought leaders are invited to present on current topics and events. Presentations generally feature high-profile speakers and are followed by panel discussions and Q&A sessions on related issues. Regulatory developments, corporate governance and boardroom matters are the focus of these large-scale events.
Course Objectives	1. Offer a platform to focus on specific areas of interest and value to directors. 2. Engage in sharing and discussion of key issues and trends in corporate governance and directorship matters. 3. Highlight learning points and encourage thought leadership in boardrooms.
Course Outline	A specific theme, based on regulatory trends or corporate governance, will be the focus for each event. The theme is decided by SID in consultation with the partner organisation, if any. The title, content and thrust of the events, by their nature, may change depending upon the timing of delivery. The following conferences and seminars are planned, and new launches and events may be added during the year. 1. SID Directors Conference 2. SID Gala Dinner/Awards 3. Audit and Risk Committee Seminar 4. ASEAN Climate Governance Network 5. Launch of ESG Guide for Directors in Singapore 6. Launch of Boardroom Matters IV 7. Singapore Governance and Transparency Index 8. Singapore Corporate Awards 9. Corporate Governance Roundup 10. Singapore Directorship Report
Target Audience	Aspiring, new and current directors, senior management and professionals who work closely with boards and on corporate governance.
Course Duration	Full/half day.
Format	Presentation, breakout tracks, webinar, panel discussion and Q&A with high-profile speakers.
Course Fees	Varies, depending on topic and duration.
CPD Hours	Varies.

E-LEARNING SERIES

Level	Focus.
Course Description	The e-learning series by SID provides an effective channel for directors to pick up the necessary skills and knowledge to be effective in their role as directors. With convenient access to e-learning courses anywhere and anytime, directors can learn at their own pace. This series covers a range of topics that support directors in their learning journey and enhances their professional competencies in an increasingly complex corporate governance landscape.
Course Objectives	1. Gain key knowledge and skills about relevant topics. 2. Deepen directors' understanding of their roles and responsibilities to key stakeholders. 3. Examine differing perspectives on topics related to directorship and corporate governance.
Course Outline	The modules in the e-learning series will follow a structured schema with narratives to explain key concepts and regulations, supplemented by quizzes to test the understanding and learning of participants.
Target Audience	Aspiring directors, new and current directors, senior management and professionals working closely with boards and on corporate governance.
Course Duration	Varies.
Format	E-Learning and quizzes.
Course Fees	Complimentary.

EXCUSE ME, ARE YOU A DIRECTOR?

Level	Focus.
Course Description	This complimentary resource provides an overview of the duties, responsibilities, liabilities and benefits as a board director in the commercial sector.
Course Objectives	1. Understand the role and responsibilities of a director. 2. Learn about the liabilities and benefits of being a director. 3. Highlight the key aspects of board directorship to consider before joining a commercial board.
Course Outline	1. What is a director? 2. Becoming a director. 3. Role of a director. 4. Directors' areas of knowledge. 5. Benefits of being a director. 6. Being an effective director.
Target Audience	Aspiring directors.
Course Duration	30 minutes.
Format	E-Learning and quizzes.
Course Fees	Complimentary.

DECODING THE CODE OF CORPORATE GOVERNANCE

Level	Focus.
Course Description	This complimentary resource introduces the key elements of the Code of Corporate Governance in Singapore.
Course Objectives	1. Explain the content of the Singapore Code of Corporate Governance. 2. Describe how the Code is applied in the context of listed companies. 3. Highlight available resources to understand the context and content of the Code.
Course Outline	1. What is corporate governance? 2. The comply or explain regime. 3. The Singapore Code of Corporate Governance. 4. The conformance continuum. 5. Board composition. 6. Director independence. 7. Chairman and CEO. 8. Risk management and internal controls. 9. Dividends. 10. Resources.
Target Audience	Aspiring directors, new and current directors, senior management and senior professionals working closely with boards and on corporate governance.
Course Duration	1 hour.
Format	E-Learning and quizzes.
Course Fees	Complimentary.

21 | NET
MEMBERS NETWORKING

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Level	Focus.
Event Description	Networking sessions are organised for members to meet, connect and create collaborations and partnerships to strengthen the director community. These casual sessions include curated experiences for targeted audience. The event may be led by an SID Network with a specific theme or topic of interest to its focus community. The occasion is aimed at providing a platform for members to engage, interact and participate as a community. These include both large-scale events and more informal small group gatherings to cater to a niche interest.
Event Objectives	1. Create a platform for members to expand their network. 2. Engage members with informal knowledge sharing and discussion. 3. Build communities based on common interests amongst the director community.
Target Audience	SID members (non-members may be admitted for selected events, as invited guests).
Event Duration	1 – 3 hours.
Format	Networking sessions, tours, workshops and more.
Event Fees	Varies, depending on format and duration.
CPD Hours	NA.

OUR PARTNERS

SID wishes to thank our partner organisations for their collaboration to develop the professional development programmes and seminars, as well as to provide speakers and faculty for their delivery.

The strategic partners of our professional development programmes include the following:

- Accenture
- Accounting and Corporate Regulatory Authority
- Allen & Gledhill
- Centre for NonProfit Leadership
- Citigate Dewe Rogerson
- Criticaleye
- CLA Global TS Holdings
- Deloitte
- Eversheds Harry Elias
- EY
- Infinitus Law Corporation
- INSEAD
- Institute of Internal Auditors
- Institute of Singapore Chartered Accountants
- Insitute of Valuers and Appraisers
- KPMG
- Mercer (Singapore)
- Morgan Lewis Stamford
- National Council of Social Service
- National Silver Academy
- Opal Lawyers
- PwC
- Rajah & Tann Singapore
- Russell Reynolds Associates Singapore
- Singapore Accountancy Commission
- Singapore Management University (Executive Development)
- Singapore Exchange
- Social Service Institute
- Spencer Stuart
- Stewardship Asia Centre
- The Bamboo Code
- Usha Menon Consultancy
- WTW
- WongPartnership

SID RESOURCES
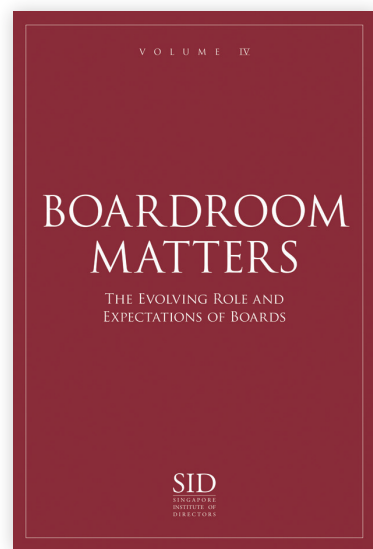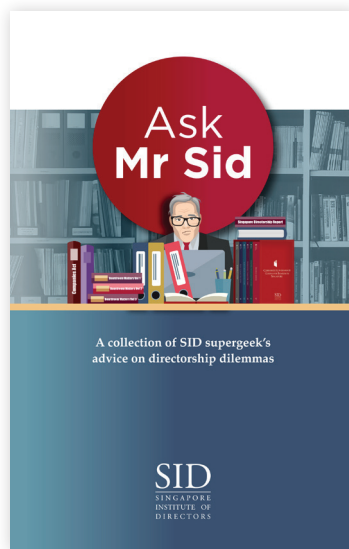
Visit **www.sid.org.sg/Resources**
to view our other available resources

Contact us if you are interested in these publications.

Tel : +65 6422 1188 | Email : publications@sid.org.sg

ABOUT SID

MISSION
To foster good governance and ethics in corporate leadership.

VISION
To be the national association advancing the highest level of ethical values, governance, and professional development of directors.

The Singapore Institute of Directors (SID) is Singapore's national association for company directors. Formed in 1998, its mission is to uplift the directorship profession and champion good governance. Its membership comprises board directors, company leaders, and professionals with an interest in corporate governance. A Governing Council guides the direction and work of the organisation, and SID Committees comprise industry professionals, academics and corporate governance experts.

SID provides a comprehensive training curriculum that covers the spectrum of professional developmental needs of directors including the Listed Entity Director programme for newly-appointed directors and the Governance for Outstanding Organisation Directors programme for directors of nonprofit boards. The organisation supports directors on their directorship journey with courses, workshops, advanced masterclasses, forum discussions and classroom pit-stops. Aspiring and new directors, as well as experienced board members and chairs of boards and committees, will are also invited to our sharing and social sessions that enable networking in more casual settings.

In its advocacy for good governance, SID curates thought leadership and benchmarking research and indices on corporate governance and directorship issues, and provides a one-stop information resource on governance-related matters. It connects the director community via initiatives such as mentoring and networking, and provides a range of services for boards including board appointments, board listings and board evaluations.

To encourage excellence in corporate governance, SID is a co-organiser of the Singapore Corporate Awards, including the Best Managed Board, Best Risk Management, Best Chief Executive Officer and Best Investor Relations. SID collaborates with the NUS Centre for Governance and Sustainability (CGS) to produce the Singapore rankings for the ASEAN Corporate Governance Scorecard, and together with CGS and CPA Australia, produces the Singapore Governance and Transparency Index.

For more information, please visit **www.sid.org.sg**.

BECOMING A MEMBER

Aspiring and current directors, whether of listed companies, private companies, nonprofit organisations or statutory boards, will discover many advantages in being a member of SID. As an SID member, you are a part of the national association of directors, and a representative of your profession.

Membership of SID opens the door to an entire network of potential partners and associates, among them leading industry professionals, as well as thought leaders and corporate players.

There are four categories of individual membership: Associate Member, Ordinary Member, Fellow and Honorary Fellow.

Other benefits of being a member of SID include privileged access and discounted rates to the following:

- More than 100 training sessions a year, based on a comprehensive professional development curriculum that covers various aspects of a director's learning journey.

- Resources on current trends and developments in the corporate world. SID's publications on corporate governance and directorship include *Boardroom Matters* and the quarterly *SID Directors Bulletin*.

- Guides and research on corporate board practices and directorship, such as the *Corporate Governance Guides for Boards in Singapore*, *Sustainability Guide for Boards*, *Singapore Directorship Report* and *Singapore Board of Directors Survey*.

- Invitations to networking events, exclusive members-only sessions, fireside chats and major events such as the flagship SID Directors Conference and signature forums like the Audit and Risk Committee Seminar and Corporate Governance Roundup.

- Board appointment opportunities via SID's Board Listing and Board Match services.

- Access to SID Networks (formerly known as Special Interest Groups) which enable members with common interest to participate in informal networking events and discussions.

In addition to individual memberships, SID offers corporate and nonprofit organisation memberships. These categories of membership provide for a host of complimentary corporate vouchers to SID's training sessions and events. Corporate members can nominate up to three complimentary individual members.

For further information and to apply for membership, please visit our website at **www.sid.org.sg** or contact us at +65 6422 1188.

Log in at **www.sid.org.sg/Join** to submit your application.