



# GOLF

SID  
Singapore Institute of Directors

## Tournament 2018

Guest of Honour

**Mr Ng Chee Meng**

Minister in the Prime Minister's Office

Sunday, 17 June 2018

Sentosa Golf Club, New Tanjong Course

# About Singapore Institute of Directors

## 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.

Formed in 1998, the Singapore Institute of Directors (SID) is the national association of company directors. It works closely with the authorities and regulators, and its network of members and professionals to uphold and enhance the highest standards of corporate governance and ethical conduct.

SID's membership comprises mainly directors of commercial companies and nonprofit organisations, as well as lawyers, accountants, academics and other professionals in the field of corporate governance. The affairs of SID are directed by an elected Governing Council and managed by a Secretariat.

SID has a comprehensive professional education curriculum that covers the entire spectrum of a director's developmental needs. Numerous courses cater to the different groups of directors – from aspiring and new directors, to experienced directors and Chairmen of Boards, and the various Board Committees.

In particular, SID provides thought leadership on corporate governance and directorship issues. It keeps directors apprised of the latest thinking

and happenings through a quarterly Directors Bulletin, boards and directorship surveys, research publications, and forums and seminars. In addition, SID has produced a comprehensive series of Corporate Governance Guides for Boards and Board Committees in Singapore.

To encourage excellence in corporate governance, SID manages the Best Managed Board Award, the Best CEO Award and the Best Investor Relations Award; these are presented at the annual Singapore Corporate Awards which it co-organises with the Institute of Singapore Chartered Accountants and The Business Times. In addition, SID and NUS Centre for Governance, Institutions and Organisations (CGIO) produce the Singapore rankings for the ASEAN Corporate Governance Scorecard. SID, CGIO and CPA Australia collaborate on the Singapore Governance and Transparency Index.

SID also provides other value-added services to its members including regular networking events and socials, board appointment services, and a one-stop information service on governance related matters.

For more information, please visit [www.sid.org.sg](http://www.sid.org.sg)

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# MESSAGE FROM SID CHAIRMAN



## **Willie Cheng**

Chairman

Singapore Institute of Directors

**T**he annual SID Golf Tournament is one of the major networking events organised by the Singapore Institute of Directors since 2001. This is our 18th edition and it continues to be well-supported by the corporate community.

We are grateful for the support of our many corporate sponsors, both repeat supporters as well as several new well-wishers. We are again blessed with a full subscription of all available flights.

We would like to specially thank our two new major sponsors: Maybank for the Team Challenge Shield and CITIC Envirotech for the Individual Championship Cup. Our thanks also to Daimler and Singapore Airlines for their Hole-in-One prizes.

We would also like to take this opportunity to thank our Guest of Honour, Minister Ng Chee Meng, for sharing this particular Sunday with us on the greens.

Finally, may we wish our golfers a great golfing experience on the New Tanjong Course. And may you aim for that hole-in-one.

# GOLF TOURNAMENT ORGANISING COMMITTEE



Left to right: Jerry Chua, Desmond Lim, Lee Chong Kwee, Sandip Talukdar, Kevin Wong, Sue Anne Kuek

## **Chairman**

Lee Chong Kwee

## **Secretariat**

Sue Anne Kuek

Edwin Lee

## **Members**

Jerry Chua

Philip Kwa

Robin Lee

Lim Chin Hu

Desmond Lim

Sandip Talukdar

Tan Yen Yen

Kevin Wong

Eric Teoh

(Tournament Director)

## ACKNOWLEDGEMENTS

The Organising Committee wishes to thank the following :

- Mr Ng Chee Meng, Minister in the Prime Minister's Office, for gracing this occasion.
- All our sponsors.
- Sentosa Golf Club for the use of its course.
- Mr Eric Teoh for being the Tournament Director.
- The SID Secretariat.
- All others who have contributed in one way or another.

# THE GAME

## The Competition

The competition shall consist of a single round of 18 holes in accordance with the Rules of Golf approved by the Royal and Ancient Golf Club of St Andrew and the United States Golf Association and the local rules of Sentosa Golf Club (SGC).

The format of play shall be Stableford Points based on the player's handicap calculated using the Double Peoria Handicapping System. There shall be only one division for all participating golfers. The maximum handicap for men shall be 24 and lady golfers 36.

In the event of a tie for any place, the "tied" places will be determined by the SGC count-back system. Players are requested to play without delay. If your score is more than DOUBLE PAR for the hole, please pick up your ball and proceed to the next tee box. Please record your gross score as double par for the hole, e.g. Par 3 will be 6 and so on.

In the event of inclement weather resulting in the inability of players to continue to play, the competition will be cancelled.

The decisions of the Tournament Director are final.

## The Double Peoria Handicapping System

Each player shall record his gross score for each hole, with double par minus one [1] as the maximum for any hole.

After the tournament, 12 random holes will be selected. The player's gross scores (maximum double par minus one [1]) for these 12 holes are totalled and then multiplied by 1.5. The resulting number minus 72 [par] is further multiplied by 80 per cent. This will be the player's Double Peoria System handicap for the day. This Double Peoria handicap will then be used to calculate the player's Stableford Points.

## Prizes

### MAYBANK TEAM CHALLENGE SHIELD

The team with the highest Stableford Points (based on first and third best score of each hole).

### CITIC ENVIROTECH INDIVIDUAL CHAMPIONSHIP CUP

The player with the highest Stableford Points.

### HOLE-IN-ONE PRIZES

Holes 7 and 15     One **Mercedes-Benz E 200 AVANTGARDE**<sup>1</sup>  
Sponsored by *Daimler South East Asia Pte Ltd*

Holes 4 and 17     Two Return **Business Class Air Tickets to Osaka, Japan**<sup>2</sup>  
Sponsored by *Singapore Airlines Limited*

Should there be more than one winner for the same prize, it shall be equally shared amongst the winners.

<sup>1</sup> Other terms and conditions are on page 8.

<sup>2</sup> SIA conditions for free travel apply.

### NOVELTY PRIZES

Hole 4	Nearest to the Pin
Hole 9	Nearest to the Line
Hole 12	Longest Drive

### LUCKY DRAW PRIZES

More than 80 lucky draw prizes from our many sponsors will be given away at dinner. Only those present at the dinner will receive the prizes.

## Afternoon Programme

### **Golf Game**

*Sentosa Golf Club, New Tanjong Course*

- 11.30 am** Registration
- 11.45 am** Buffet Lunch
- 1.00 pm** Golfers to gather at the putting green in front of the Clubhouse for a group photo
- 1.30 pm** Shot-Gun Tee Off  
Golfers to be at the Buggy Staging Point by 1.15 pm to get ready to proceed to their respective Tee Boxes
- 6.00 pm** End of Game  
Submission of Score Cards  
Shower and Change  
Proceed to Dinner



## Evening Programme

### **Dinner and Prize Presentation**

*Grand Salon, Clubhouse*

- 6.30 pm** Cocktail Reception
- 7.00 pm** Arrival of Guest of Honour  
Mr Ng Chee Meng, Minister in the Prime Minister's Office  
MC starts  
Welcome by SID Chairman, Mr Willie Cheng
- 7.10 pm** Dinner Commences
- 7.20 pm** Entertainment by *Mix N Match Strollers*
- 7.45 pm** Prize Presentation  
Lucky Draw  
Closing Remarks by Organising Committee Chairman,  
Mr Lee Chong Kwee
- 8.30 pm** End of Event

### **Food and Beverage Sponsors**

- Lunch  
**SP Group**
- Dinner  
**Singapore Exchange Ltd**
- Beer  
**Carlsberg Singapore Pte Ltd**
- Wine  
**Hock Tong Bee (Private) Limited - CornerStone**

# HOLE-IN-ONE PRIZE



## Conditions for Winning the Mercedes-Benz E-Class

1. There will be an official Ball Marker stationed at each Par 3 hole for which there is a Hole-In-One prize. When you score a Hole-In-One, please identify yourself and provide your particulars to this official. When you have finished the game and returned to the clubhouse, please contact a member of the Organising Committee for the details of claiming the prize.
2. The Hole-In-One must be achieved during a complete round of 18 holes.
3. Players taking part should be 21 years old and above to be eligible for the Hole-In-One prize.
4. Players taking part must be residents/citizens of Singapore with a registered address in Singapore to be eligible for the Hole-In-One prize.
5. Players taking part should be amateur golfers with capabilities ranging from USGA Handicap 0 to 24.4 for men and 0 to 36.4 for ladies. The amateur participants' official handicap during the tournament must be correctly declared before the commencement of the tournament and evidenced by current handicap cards issued by the clubs or issuing body recognised by USGA.
6. The players must complete all 18 holes and scorecards must be fully completed, signed by the marker and submitted to the Organising Committee.
7. All equipment must conform to official specifications.
8. If there is more than one winner for the same prize, it shall be equally shared amongst the winners.





S 320 L/S 450 L - Fuel consumption: 8.2l/100 km; VES band: C2,  
S 560 L - Fuel consumption: 8.2l/100 km; VES band: C2.

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# THE SPONSORS

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## HOLE-IN-ONE



## GOLD

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# THE SPONSORS

## SILVER



## LUNCH

## DINNER



## PRIZE/GOODIE BAG SPONSORS



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# 3 lessons for risk management from golf

## Lesson 1: Tradeoff between risk and return



When you're standing at the tee, do you drive over the bunker, or do you take two shots to go around it? Of course, the answer is, 'it depends' – On your skill, experience, whether you are at the beginning of the round, or at the crucial end stages of the game. Put simply – it depends on your risk appetite.

Your risk appetite allows you to navigate that narrow pathway between risks which are threats and those which are opportunities. A clearly defined risk appetite, which has been communicated and understood throughout the business empowers you and your team to make optimal decisions.

## Lesson 2: Technology is not the solution



Technology is merely a tool that enhances your own performance. You can have the best wood that money can buy and an app that gives precise, GPS-calculated distances, but if you don't have a solid drive and consistent putting performance on the green, all that technology is wasted.

It's the same with data analytics. You can have sophisticated business intelligence software running daily reporting, but if you don't have a framework to identify risk areas as they arise and an established process for review and escalation of issues, then these tools are redundant.

## Lesson 3: Complacency is your worst enemy



Just because you've hit a shot a thousand times before doesn't mean you'll make it on the green this time. In risk management too, complacency can be fatal. If boards think that they already understand all the risks and do not encourage a culture of openness – it promotes a weak risk culture.

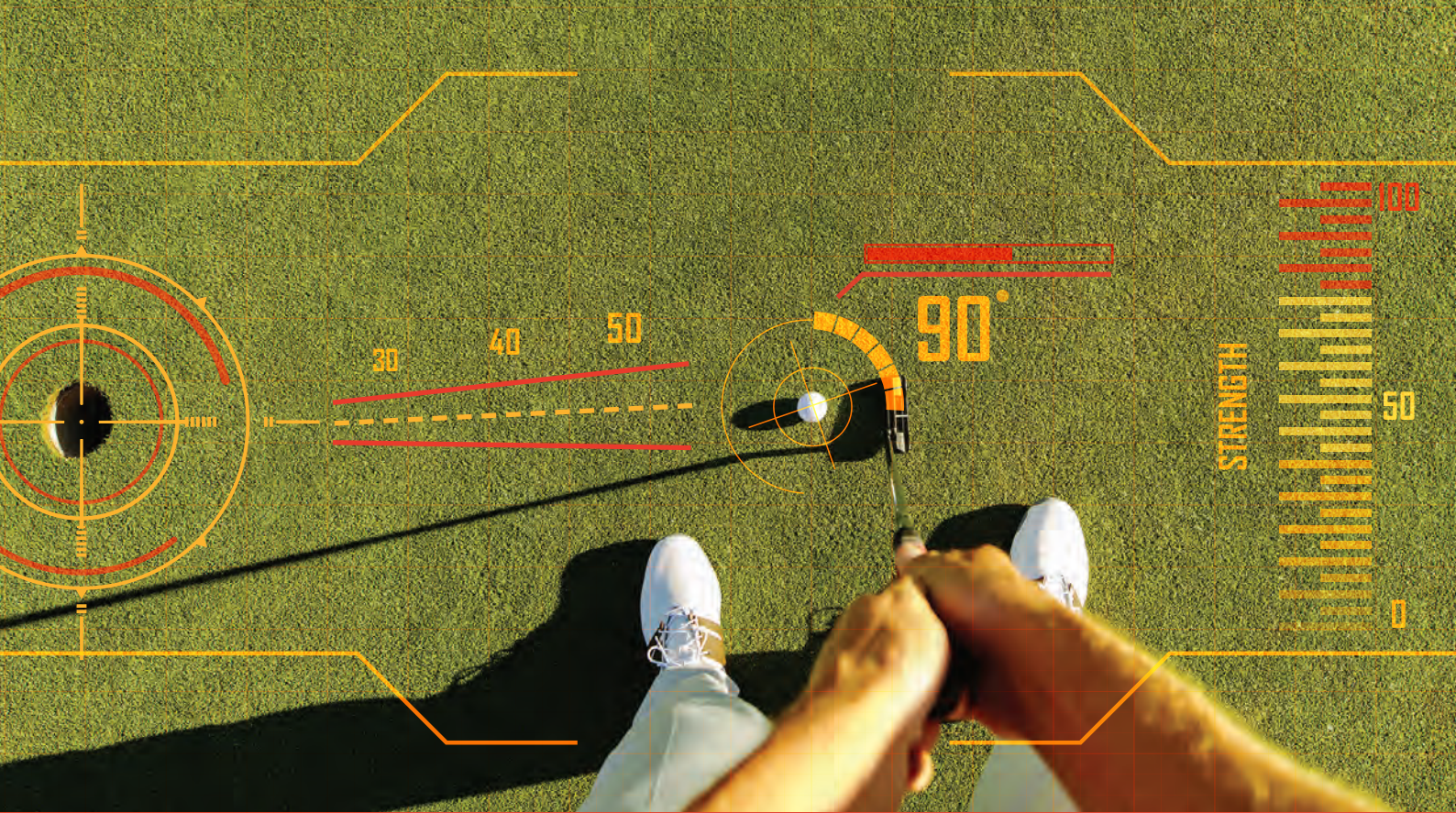
As with every shot on the golf course, critically assess yourself and see how to better promote risk awareness throughout the organizational structure. Only through this focus on continual improvement can we minimize organizational risks and lower our handicaps.



### By Irving Low

Irving Low is the Deputy Head of Advisory at KPMG in Singapore. He has over 25 years of experience in Corporate Governance and Board Advisory.

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Marina Bay Sands, Sands Grand Ballroom

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## GUEST OF HONOUR

**Ong Ye Kung,**  
*Minister for Education*

## PLENARY SPEAKERS



**Business: A Force for Good or Bad in a Globalised World?**  
**Ilian Mihov,**  
*Dean and Professor of Economics, INSEAD*



**One World, One Company: The Need to Build Truly Global Companies in the 21st Century**  
**Fredrik Haren,**  
*interesting.org*

## PLENARY PANELS

### Globalisation 2.0: Implications and Role for Asia Leaders

**Tommy Koh,** *Ministry of Foreign Affairs*  
**Ho Kwon Ping,** *Banyan Tree Holdings*  
**Chandran Nair,** *Global Institute For Tomorrow*  
**Sally Uren,** *Forum for the Future*

### One World, One Company: The Need to Build Truly Global Companies in the 21st Century

**Teo Lay Lim,** *Accenture*  
**Ho Meng Kit,** *SBF*  
**Peter Ong,** *Enterprise Singapore*  
**Sunny George Verghese,** *Olam*  
**Naoki Wakai,** *NTT*

## BREAKOUT SESSIONS

### ASEAN Integration: Is the Regional Economic Community a Myth or Reality?

**Ong Keng Yong,** *SRIS, NTU*  
**Mohd Munir Abdul Majid,** *ASEAN Business Club*  
**Frederick Chin,** *UOB*  
**Douglas Foo,** *Sakae Holdings*  
**Eduardo Ramos-Gomez,** *Duane Morris & Selvam*  
**Panote Sirivadhanabhakdi,** *Frasers Property*

### Belt Road Initiative: Who Benefits and How?

**Yang Yue Lin,** *IMC*  
**Hans-Paul Buerkner,** *BCG*  
**Kurt Wee,** *ASME*  
**Wong Heang Fine,** *Surbana Jurong*

### International Directorship: How can Boards and Directors Cross Borders Effectively?

**Alain Deniau,** *Heidrick & Struggles*  
**Aliza Knox,** *Cloudflare*  
**Frank Lavin,** *Export Now*  
**Colin Low,** *SIDC*  
**Tan Yen Yen,** *Vodafone*

### International NGOs: How are They Contributing to or Impeding Globalisation 2.0?

**Melissa Kwee,** *NVPC*  
**Vicky Bowman,** *Myanmar Centre for Responsible Business*  
**Jack Sim,** *BOP Hub*  
**Dorjee Sun,** *Santiment*  
**Jean Tan,** *SIF*

## SPECIAL FEATURES

### GLOBAL GALLERY

Over 30 companies, educators, consultancies and social enterprises share their initiatives and strategies for the globalised, digital world.

### INTERNATIONAL TREATS

A smorgasbord of international flavours from around the world, with an array of tastes and sensations to evoke the diverse cultures of the global community.

### SINGAPORE SUSTAINABILITY REPORTING AWARDS

For the second year running, the awards recognise the best Singapore listed companies in sustainability reporting.



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