



International
Labour
Organization



ACT/EMP
The Bureau for Employers' Activities

SNEF

Fostering Female Talent in the Workforce: Women in business and management

3 July 2015
Holiday Inn Singapore Atrium

**Delegate
Book**

Minister's Message

People make the difference, and talent development and management is critical in ensuring the sustainability and success of any organisation. With better educated women increasingly joining the workforce, we need to ensure equal opportunity for women to be part of an organisation's talent pool.

Nurturing female talent is not merely a female issue, nor is it just affirmative action for women. Rather, it is about expanding and optimising the limited talent pool in any organisation. More can be done to promote greater diversity at all levels of an organisation, but most acutely at the leadership level.

Having more women leaders can help focus management's attention on HR and talent policies that can attract and groom female talent, adding to the breadth of talent in the workforce.



Dr Amy Khor
Senior Minister of State for
Health and Manpower

SNEF President's Message

The Singapore National Employers Federation, the Ministry of Manpower and the National Trades Union Congress work closely together in a tripartite partnership to enhance industrial peace to create a conducive environment for businesses to thrive.

As the representative of employers, SNEF advances tripartism and enhances labour market flexibility to enable employers to implement responsible employment practices to achieve sustainable and inclusive growth.

One key aspect of responsible practices and inclusiveness is gender diversity. Company Boards, top management and HR must work together to develop strategies to enhance female representation in their companies. In fact, according to a study by McKinsey, companies with more women on boards performed better financially than others with fewer or no women. SNEF, therefore, has a keen interest in this area.

I welcome all delegates to the conference and look forward to your discussions and ideas to help our economies to better benefit from female talent in management and business.



Dr Robert Yap
President
Singapore National Employers Federation

ILO Assistant Director-General's Message

The ILO has a long established record of promoting and advocating for gender equality in the world of work, through international labour standards coupled with policies and approaches that support female workers' equality with men.

Today, in most countries, the principles of equality and non-discrimination have been incorporated into national legislation, and employers' and workers' organisations have taken steps to ensure equality of opportunity and treatment for men and women.

As a result, both women and men around the world today largely enjoy a more equitable status at work than ever before. We know that gender equality and women's economic empowerment is good for business and society. However, much more can be done to accelerate women's access to decent work, through courageous, targeted policies.

With the ILO's Women at Work initiative, the ILO will look to the future with a renewed commitment to advancing the goal of gender equality.



Tomoko Nishimoto

Assistant Director-General and Regional Director, Regional Office for Asia and the Pacific, International Labour Organization

ACT/EMP Director's Message

Women's presence in the labour market is increasingly significant for economic growth and development and they represent an incredible talent pool which should not be ignored. Progress has been realised for women in the workplace and momentum is gaining.

The good news is that a greater percentage of women earn their own income than in the past, and work in a broader range of occupations. However, while the glass ceiling may be cracked, it's still far from broken.

Women still face obstacles in terms of occupational stereotypes, masculine corporate cultures, difficulties in balancing work and family responsibilities as well as gender bias – conscious or unconscious – in education systems and the workplace preventing them from rising to the top.

For these reasons, the ILO is continually working to harness the knowledge of the ILO employers' constituents which have a key role in creating greater awareness among their company members about the talent and resources women can bring to the workforce, especially at senior decision-making levels.



Deborah France-Massin

Director, Bureau of Employers' Activities (ACT/EMP), International Labour Organization

08:30 – 09:00**Arrival and registration****09:00 – 09:15 (15mins)****Welcome address:****Ms Tomoko Nishimoto**

Assistant Director-General, and Regional Director, ILO Regional Office for Asia and the Pacific International Labour Organization

09:15 – 09:30 (15mins)**Guest-of-Honour:****Dr Amy Khor**

Senior Minister of State for Health and Manpower

09:30 – 10:00 (30mins)**Women in Management: Finding the Fit****Key-note speaker:****Mr Ho Kwon Ping**

Executive Chairman, Banyan Tree Holdings, President of Wah Chang/Thai Wah Group of Companies, and Chairman, Board of Trustees, Singapore Management University

10:00 – 10:30 (30mins)**Key trends for women in business and management in Asia-Pacific and globally****Ms Deborah France-Massin (United Kingdom)**

Director, Bureau of Employers' Activities (ACT/EMP) International Labour Organization

10:30 – 11:00**Break****11:00 – 12:30 (90mins)****Panel 1****Understanding the challenges in attracting and retaining female talent in Asia-Pacific**

Objective: To reflect on the challenges that women face in obtaining positions of leadership, climbing the corporate ladder, and starting and managing their own businesses. And, the challenges companies face in attracting and retaining female talent in management.

Panel discussants:

1. Ms Jessica Tan, Managing Director, Microsoft Singapore, and Member of Parliament
2. Ms Evangeline Chua, Head of Human Resources, Citi Singapore
3. Mr Bob Tan, Co-Chair of Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), and Chairman, Jurong Engineering Limited
4. Ms Amy Luinstra, Senior Operations Officer – Gender, International Finance Corporation

Moderator: Ms Sharanjit Leyl**12:30 – 13:30****Lunch****13:30 – 15:00 (90mins)****Panel 2****The business and economic case for gender diversity and women's leadership in the workplace in Asia-Pacific**

Objective: To reflect on the business and economic case for more women in business and management.

Panel discussants:

1. Ms Marife Zamora, Chairperson, Convergys Philippines Services Corporation
2. Ms Kate Carnell, CEO, Australian Chamber of Commerce and Industry (ACCI)
3. Ms Janet Ang, Vice President, Systems of Engagement & Smarter Cities, IBM Asia Pacific
4. Mr Jagadish CV, CEO, Systems on Silicon Manufacturing Company (SSMC)

Moderator: Ms Sharanjit Leyl**15:00 – 15:30****Break****15:30 – 16:45 (75mins)****Panel 3****Presenting solutions in leveling the playing field for women and men in the Asia-Pacific region**

Objective: To discuss current trends, best practices and strategies to attract and retain female talent and bring business to be more inclusive of women. It focuses on solutions to broad barriers faced by women in business and business solutions for creating a working environment conducive to attracting, retaining and promoting female talent and managers.

Panel discussants:

1. Ms Shinta Widjaja Kamdani, CEO, Sintesa Group, and Vice Chairwoman, Employers' Association of Indonesia (APINDO)
2. Mr John Gethin-Jones, Managing Director, NCS Papua New Guinea
3. Dr Shahida Sajjad, Board Member, Employers' Federation of Pakistan, and Dean, Faculty of Education, Federal Urdu University of Arts Science & Technology
4. Ms Clara Goh, Asia Treasury Director, Asia Pacific Region, and Chairwoman of the Women's Leadership Development Committee, UPS Singapore
5. Mr Howard Politini, President, Fiji Commerce and Employers Federation, and General Manager of HR, Bank of South Pacific, Fiji

Moderator: Ms Sharanjit Leyl**16:45 – 17:00 (15mins)****Closing address:****Ms Deborah France-Massin (United Kingdom)**

Director, Bureau of Employers' Activities (ACT/EMP) International Labour Organization



Guest-of-Honour
Dr Amy Khor
Senior Minister of
State for Health
and Manpower



Keynote Speaker
Mr Ho Kwon Ping
Executive Chairman,
Banyan Tree Holdings,
President of Wah
Chang/Thai Wah
Group of Companies,
and Chairman, Board
of Trustees, Singapore
Management
University



International Labour
Organization
**Ms Deborah
France-Massin**
Director, Bureau of
Employers' Activities
(ACT/EMP)



International Labour
Organization
**Ms Tomoko
Nishimoto**
Assistant Director-
General, and Regional
Director, ILO Regional
Office for Asia and
the Pacific



Moderator
Ms Sharanjit Leyl
Journalist, Producer
and Presenter
BBC World News



Panel Discussant
Ms Amy Luinstra
Senior Operations
Officer – Gender,
International Finance
Corporation



Panel Discussant
Mr Bob Tan
Co-Chair of Tripartite
Alliance for Fair
and Progressive
Employment Practices
(TAFEP), and
Chairman, Jurong
Engineering Limited



Panel Discussant
Ms Clara Goh
Asia Treasury
Director, Asia
Pacific Region, and
Chairwoman of the
Women's Leadership
Development
Committee,
UPS Singapore



Panel Discussant
**Ms Evangeline
Chua**
Head of Human
Resources, Citi
Singapore



Panel Discussant
**Mr Howard
Politini**
President, Fiji
Commerce and
Employers Federation,
and General Manager
of HR, Bank of South
Pacific, Fiji



Panel Discussant
Mr Jagadish CV
CEO, Systems on
Silicon Manufacturing
Company (SSMC)



Panel Discussant
Ms Janet Ang
Vice President,
Systems of
Engagement &
Smarter Cities,
IBM Asia Pacific



Panel Discussant
Ms Jessica Tan
Managing Director,
Microsoft Singapore,
and Member of
Parliament



Panel Discussant
**Mr John Gethin
Jones**
Managing Director,
NCS Papua New
Guinea



Panel Discussant
Ms Kate Carnell
CEO, Australian
Chamber of
Commerce and
Industry (ACCI)



Panel Discussant
**Ms Marife B.
Zamora**
Chairperson,
Convergys Philippines
Services Corporation
(NYSE: CVG)



Panel Discussant
Dr Shahida Sajjad
Board member,
Employers' Federation
of Pakistan, and Dean,
Faculty of Education,
Federal Urdu
University of Arts
Science & Technology



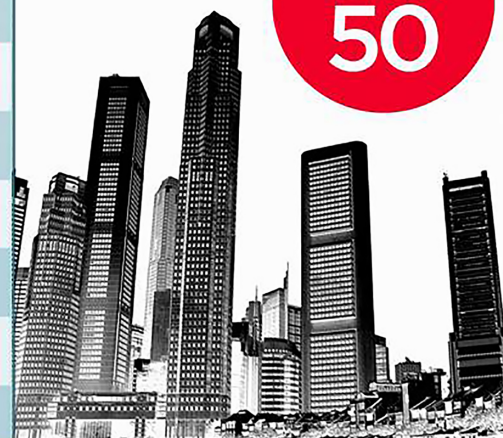
Panel Discussant
**Ms Shinta Widjaja
Kamdani**
CEO, Sintesa
Group, Indonesia,
Vice Chairwomen,
Employers'
Association of
Indonesia (APINDO)

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Tripartite **A**lliance for **F**air & Progressive **E**mployment **P**actices

About the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP)

Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) promotes the adoption of fair, responsible and progressive employment practices among employers, employees and the general public. Leveraging its unique tripartite identity, TAFEP works in partnership with employer organisations, unions and the government to create awareness and facilitate the adoption of fair, responsible and progressive employment practices. TAFEP provides tools and resources, including training workshops, advisory services, and educational materials, to help organisations implement these employment practices.

For more information on fair, responsible and progressive employment practices, please refer to www.tafep.sg.

Women in business and management: Gaining momentum in Asia and the Pacific

The International Labour Organization's Bureau for Employers' Activities conducted a global company survey in 2013 on gender diversity in the workplace. This report brings together data collected from this survey, specific to the Asia-Pacific region, and also incorporates other latest data to provide an overview of the status of women in business and management. While evidence is showing that gender diversity is good for business, and women increasingly represent an important source of talent, the data clearly illustrates a lack of women in top management positions and a concentration of women in certain types of management and occupations. Some progress has been made but much remains to be done in terms of gender equality in the workplace. The report serves to highlight the key role of employers' organizations in supporting business and advocating for gender equality and women's equal opportunity employment in the workplace and provides an overview of key actions for business.



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