

BOARD DIVERSITY

IN SINGAPORE'S CHARITIES

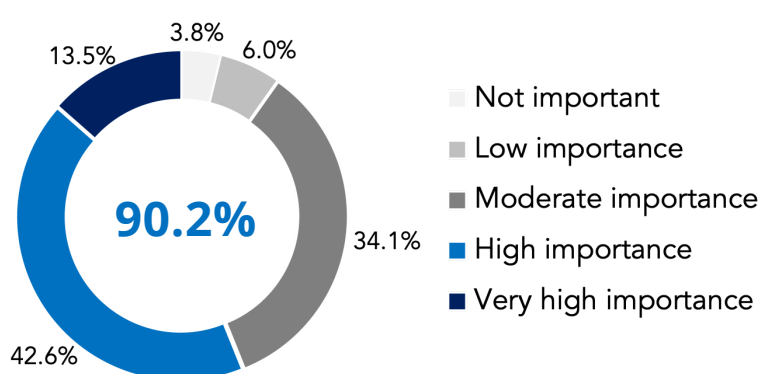
The public provides resources that are fundamental to a charity's sustainability, their perception is a meaningful indicator of a charity's ability to garner support and flourish. We set out to understand what the public thinks of board diversity and whether it affects their giving.

PUBLIC PERCEPTION

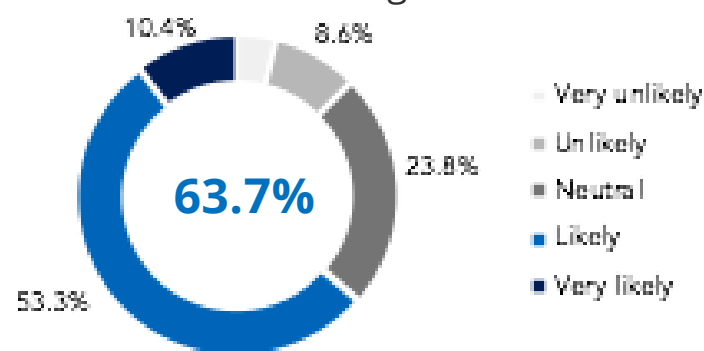
We analysed 1000 responses obtained from our survey, to assess the importance of board diversity from the perception of the public.

BOARD DIVERSITY ON PUBLIC PERCEPTION

90.2% of the 1,000 respondents perceive Board Diversity as important to a charity.

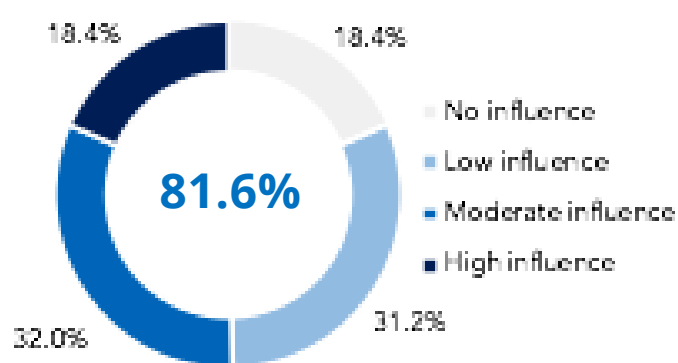


63.7% of the 1,000 respondents perceive that a more diverse board leads to better decision making.

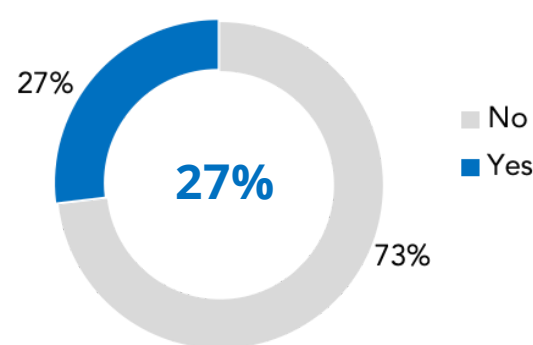


BOARD DIVERSITY ON PUBLIC GIVING

81.6% of the 281 volunteers surveyed would make volunteering decisions based on the diversity of a charity's board.



27% of the 1,000 respondents would make donation decisions based on the diversity of a charity's board.



KEY FINDINGS

1 Board diversity is considered important to the public.

They also perceive more diverse boards leads to better decision making

2 Although giving is largely driven by a charity's cause. Good board diversity can lead to increased giving.

Giving is driven by other important factors like a charity's cause, reputation and convenience and accessibility.

Note that data was only collected from publicly available information from IPCs and is not representative of the whole Singapore Charity landscape. Some data exclusions were made. Refer to the full report for more information.

CALCULATE YOUR DIVERSITY SCORE TODAY!

After understanding the state of charities in Singapore, do you know where your organisation stands?
<https://tinyurl.com/calculatebd>

Conjunct Consulting is a social change organisation and a registered charity in Singapore offering low-bono consulting services to charities.

Check out our full report [here](#)


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STRATEGY WITH A HEART

BOARD DIVERSITY

IN SINGAPORE'S CHARITIES

Charity boards are tasked with the crucial role of guiding the charity. They guide the organisation towards a sustainable future by adopting sound and ethical governance, financial management and other policies. We set out to understand how it affects a charity's performance.

FINANCIAL PERFORMANCE

 We analysed data from 204 Institutions of a Public Character (IPCs) across 6 different sectors, to draw correlation between board composition and financial performance metrics. We ran regressions between diversity scores and financial performance metrics.



FUND GENERATION

To reflect financial independence



FINANCIAL SUSTAINABILITY

To reflect financial health

IMPACT OF DIVERSITY

Regressions were performed to discover the relationship that each form of diversity had with a charity's ability to generate funds or sustain them

GENDER DIVERSITY

Positively correlated with a charity's **Savings Indicator**, suggesting a **positive influence** on a charity's **financial sustainability**

and studies like Girscombe and Mattis (2002) imply more diversity leads to better horizon planning, risk management and decision-making, causing better sustainability

ETHNIC DIVERSITY

Positively correlated with a charity's **Other Revenue Proportion** and **Solvency Ratio**, suggesting a **positive influence** on a charity's **fund generation performance** and **financial sustainability** and studies like Cox and Blake (1991) imply diversity leads to more astute decision-making, contributing to better fund generation and financial sustainability

EXPERTISE DIVERSITY

Positively correlated with a charity's **Investment Income Proportion**, suggesting a **positive influence** on **financial sustainability** and studies like Erhart et al. (2003) imply embracing diversity allows hires from a bigger talent pool, resulting in better hires & enhanced financial performance

KEY FINDING

There are positive correlations between greater board diversity and increased fund generation and financial sustainability.

This could be a result of greater boardroom diversity bringing a greater variety of perspectives and skills in the boardroom, which leads to better decision-making abilities, and ultimately better organisational performance.

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BOARD DIVERSITY

IN SINGAPORE'S CHARITIES

A charity board which reflects the diversity of our community will be in a better position to make decisions that benefit the community it seeks to serve. Given these benefits, we set out to understand how diverse our charities are.

To examine the current state of board diversity in Singapore's charities, we analysed 204 Institutions of a Public Character (IPCs) across 6 different sectors.

CURRENT STATE

GENDER DIVERSITY

Males as the dominant gender group making up 67%

1/3 OF BOARDS ARE

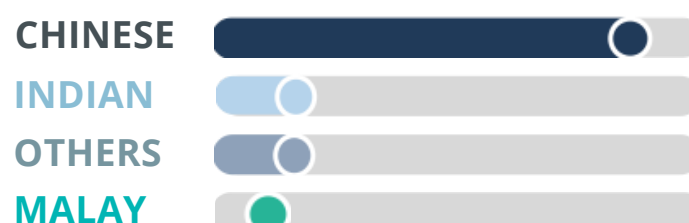
FEMALE



ETHNIC DIVERSITY

Malays are underrepresented with a mere 3%

Ethnic proportion of board members:
83% CHINESE 7% INDIAN 7% OTHERS 3% MALAY



EXPERTISE DIVERSITY

Low proportion in Technology & Social Work
Not all skills desired by charities are sufficiently represented on boards



TENURE DIVERSITY

65% of 204 IPCs disclosed tenure length or date of appointment

The average board's tenure length has an average range* of **12 YEARS** with a standard deviation of **3.6 YEARS**

**the tenure length of the longest serving director minus that of the newest director*

SECTOR DIVERSITY



KEY FINDINGS

1 Ethnic diversity is significantly lower than other diversities.

The Chinese tend to be over-represented, and the Malays under-represented on boards.

2 Boards lack specific types of expertise diversity.

Board members with expertise in Social Work and Technology are lacking.

3 Board size is no excuse for poor diversity.

Board diversity is not correlated with board size. All boards are capable of being diverse, regardless of size.

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