

CHARITY TRANSPARENCY SCORECARD

Singapore Cancer Society (2018)

| S/N | Item | Item Details | Remarks / Supporting Documents |
|--|--|---|---|
| A. Board and Executive Management | | | |
| 1. | Disclosure of Information on the Board | <p>Basic</p> <p>1. Name</p> <p>2. Board Appointment</p> <p>3. Date of Appointment</p> <p>Beyond Basic</p> <p>4. Occupation/ Experience working with charities and corporates</p> <p>5. Roles and Responsibilities/ Matters requiring Board Approval</p> | <p>All information on Singapore Cancer Society Council members (name, Council appointment, date of appointment and occupation & experience) can be found on pages 8-11 of the SCS Annual Report 2018.</p> <p>Council's Terms of Reference (TOR)</p> <ul style="list-style-type: none"> The Society is governed and its affairs administered by a Council composed of twelve elected members and a maximum of four co-opted members. The entire business of the Society shall subject to its Constitution be arranged, administered and managed by the Council who may exercise all such powers of the Society as are not by its Constitution declared to be exercisable only by the Society in General Meeting and no rule made by the Society in General Meeting shall invalidate any prior act of the Council which would have been valid if such rule had not been made. |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|-----|------|--|--|
| | | | <ul style="list-style-type: none"> The Council may appoint and delegate any of their powers and authorities to committees consisting of two or more Council members and any other persons as the Council may think fit provided that any ad hoc committee may consist of one or more Council member and any other persons as the Council may think fit. Any committee so formed shall conduct its business of the Council but subject thereto, any such committee may conduct its business in such manner as may be determined by such committee. Any such committee shall maintain records of all its proceedings and copies of resolutions passed by such committee (whether at a meeting or by resolutions in writing) shall be tabled at subsequent meetings of the Council. The Council shall meet as often as it deems necessary and six Council members shall constitute a quorum at such meetings. |
| | | Bonus No staff sits on the board | No SCS staff sits on the Council |
| | | Disclosure of frequency and attendance at Board meetings (note: shows how active the board is) | Council members attendance at Council meetings is available on page 21 of the SCS Annual Report 2018 . |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|-----|------|---|---|
| | | <p>Disclosure of policy for Board selection and recruitment, induction, training and evaluation of Board Effectiveness.</p> | <p><u>Council Selection/Recruitment</u> Policy for selection and recruitment of the SCS Council members are made by the SCS Nominations Committee. Its guiding principle is to choose the best candidate to fill the vacancy in a formal and transparent process. In so doing, it shall endeavour to seek personal and professional qualifications of a nominee and the representational needs of the Council.</p> <p><u>SCS Council Induction</u> At the beginning of a new term, which is two years each, or when there is a change in a Council member, Council members are oriented to the work of SCS while they serve as committee members and Co-Opted Council members.</p> <p>SCS conducts a formal orientation programme for the new members. The SCS CEO will brief new Council members on the overview of SCS on the vision, mission, shared values and the structure and strategic plans of SCS. The functions and scopes of various SCS Committees will also be briefed.</p> <p>Each new Council member will receive a Council Kit which provides comprehensive information about SCS organisational matters (on finance, human resource and governance etc), Terms of Reference of the Council and committees, SCS Constitution and other charity governance documentation and Council members' responsibilities. Through the course of their term, Council members will be invited to visit SCS' programmes and events.</p> <p><u>Council Evaluation</u> The assessment/ evaluation of Council's performance will be done collective as a Council. Individual Council members will also complete a self-evaluation for submission to the Nominations Committee for annual review.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|-----|---|--|---|
| 2. | Disclosure of Information on Executive Management | <p>Basic</p> <ol style="list-style-type: none"> <li data-bbox="555 197 696 229">1. Name <li data-bbox="555 236 779 268">2. Designation <li data-bbox="555 274 815 341">3. Organisational Structure <p>Beyond Basic</p> <ol style="list-style-type: none"> <li data-bbox="555 389 837 529">4. Date of Appointment (For CEOs/ EDs /CFOs) <li data-bbox="555 536 837 676">5. Past Job Experience (For CEOs/ EDs /CFOs) | <p>The SCS organisation structure and overview of the senior management team (names and designation) can be found on the Management Team page of the SCS website and page 14 of the SCS Annual Report 2018.</p> <p>Date of appointment and past job experience for CEO.</p> <p>Mr Albert Ching joined SCS as Chief Executive Officer on 17 September 2012.</p> <p>Under his leadership, amongst other strategic alignment of programmes and services to serve beneficiaries better, Mr Ching led the SCS Hospice Home Care team on a growth path with the SCS Council committing \$10 million over five years (from 2013) to scale up operations in order to meet the growing needs of hospice home care services.</p> <p>He also led the Society in setting up the SCS Multi-Service Centre at Bishan in 2013 to be close to the heartlands; and the SCS Cancer Rehabilitation Centre, Singapore's first one-stop community-based cancer rehabilitative services (opened at JEM in September 2015).</p> <p>Before joining SCS, he was the Executive Director and General Secretary of the YMCA of Singapore for over 7 years. Under his leadership, YMCA was conferred the National Volunteer & Philanthropy Centre's (NVPC) Outstanding NonProfit Organisation Award at the National Volunteerism & Philanthropy Awards 2008. The award recognises YMCA's best practices in volunteer and donor management, fundraising and corporate governance. Prior to YMCA, he served as Executive Director at The Boys' Brigade in Singapore.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|-----|--|---|--|
| 3. | Disclosure of Information on Committees (or designated board members) which oversee specific areas | <p>Basic</p> <p>1. Name</p> <p>2. Committee(s)/ Areas which designated boards are in charge of</p> <p>3. Appointment in Committee(s)</p> <p>Beyond Basic</p> <p>4. Terms of Reference</p> <p>Bonus</p> <p>Disclosure of frequency and attendance at Committee meetings</p> | <p>All information on Singapore Cancer Society Council members (name, Council appointment, date of appointment, occupation & experience, and committees they are involved in) can be found on pages 8-11 of the SCS Annual Report 2018.</p> <p>The Terms of Reference for all committees can be found on the Corporate Governance page of the SCS website.</p> <p>The attendance of all committee members, including Council members who sit in the various Governance and Advisory & Resource committees, can be found on the Corporate Governance page of the SCS website.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|--|--|---|--|
| 4. | Disclosure of term limit for the Treasurer (or equivalent e.g. Finance Committee Chairman) | Basic Maximum limit of 4 consecutive years or less | SCS complies with the limits for Council terms as per Rule 7 (1) (iv) which states that no person shall be appointed as Honorary Treasurer for more than 4 years. See extract as below: No person shall hold the office of Chairman or Vice Chairman or Secretary or Assistant Secretary for more than ten (10) consecutive years but such person shall be eligible for appointment to the same post after a lapse of not less than two (2) years. No person shall hold the office of Treasurer or Assistant Treasurer for more than four (4) consecutive years but such person shall be eligible for appointment to the same post after a lapse of not less than two (2) years. |
| B. Strategic Direction and Programme Management | | | |
| 5. | Disclosure of Strategic Direction | Basic 1. Objectives / Mission | The SCS Mission and Vision can be found on page 1 of the SCS Annual Report 2018 . |
| | | 2. Vision | |
| | | Beyond Basic 3. Strategy/ Strategic Thrusts | SCS Strategic Thrusts <ul style="list-style-type: none"> • Reduce cancer incidence • Increase survivor rate • Improve quality of life • Greater community action |
| | | 4. Core Values | The SCS Core Values are Stewardship, Perseverance, Integrity, Respect and Teamwork, and can be found on the SCS website |
| 6. | Disclosure of Programmes, Activities and Services | Basic General information about programmes, activities and services | General information of SCS programmes, activities and services can be found in the SCS Annual Report, website and facebook. For up-to-date information, SCS updates our website and Facebook page regularly. |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|---|--|---|--|
| | | <p>Beyond Basic Up-to-date and/or detailed information on programmes, activities and services (e.g. regular update on website, Facebook)</p> | <p>Some examples can be found in the following links:</p> <p>SCS Facebook Page</p> <p>Singtel-Singapore Cancer Society Race Against Cancer 2018</p> <p>SCS Colorectal Cancer Awareness Campaign link</p> |
| 7. | Disclosure of Outcomes / Effectiveness of Programmes and Services | <p>Basic Disclosure of basic statistics about the beneficiaries</p> | <p>SCS provides statistics and detailed commentary on the outcome and effectiveness of our programmes through our Annual Report on a yearly basis. For 2018, Highlights & Achievements can be found on page 24 of the SCS Annual Report 2018.</p> |
| | | <p>Beyond Basic Analysis and commentary on the effectiveness of the programmes and services, with detailed statistics provided.</p> | <p>The outcomes and effectiveness of SCS programmes and services are captured in various sections of the SCS Annual Report. For example, a summary of screening achievements, number of GPs participated, number of people screened and number of people who tested positive can be found in the SCS Cancer Awareness Campaign pages 28 to 33 of the SCS Annual Report 2018.</p> |
| C. HR Management | | | |
| <i>Does staff receive remuneration? If no, skip Q9/Q9b and exclude 5 points from the base score.</i> | | | |
| 8. | <p>For Medium and Large Charities and/ or IPCs Disclosure of how staff performance is reviewed and assessed</p> | Yes | <p>At the beginning of the appraisal year, goals are jointly set by staff and their supervisors (usually the Head of Department or Team Leads) on the key results to be achieved by the end of the appraisal year. The individual goals are aligned to the department and overall SCS goals.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|--|--|--|---|
| 9. | <p>For Medium and Large Charities and/ or IPCs Disclosure of annual remuneration of 3 highest paid staff who each receives more than \$100,000, in bands of \$100,000</p> | <p>Basic Discloses the annual remuneration of 3 highest paid staff who each receives more than \$100,000, in bands of \$100,000</p> <p>Beyond Basic Disclose exact annual remuneration of 3 highest paid staff who each receives more than \$100,000</p> | <p>The annual remuneration of the three highest paid staff can be found on page 19 of the SCS Annual Report 2018.</p> <p>No disclosure.</p> |
| <p>D. Management of Conflict of Interests</p> | | | |
| <p><i>Do board members receive remuneration (as indicated in Q10)? If no, skip Q11 and exclude 5 points from the base score.</i></p> | | | |
| 10. | <p>For Medium and Large Charities and / or IPCs Disclosure of exact remuneration and benefits received by each Board member (if the governing instrument permits remuneration)</p> <p>OR</p> <p>Disclosure of the fact that its governing instrument does not permit remuneration /</p> | <p>Not applicable.</p> <p>Yes</p> | <p>SCS Council members do not receive remuneration. This is also stated in page 21 of the SCS Annual Report 2018.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|-----|---|--|---|
| | Disclosure of the fact that board members do not receive remuneration | | |
| 11. | Disclosure of how remuneration of board members is set (if the governing instrument allows the board to be remunerated) | Not applicable. | |
| 12. | <p>Disclosure of parties involved in setting remuneration of key staff</p> <p>OR</p> <p>Disclosure of the fact that its staff does not receive remuneration</p> | <p>Applicable</p> <p>Not Applicable</p> | <p>There is the SCS Chart of Authority for setting remuneration of key staff which aims to give greater transparency to the delegation of responsibilities and authorities within Singapore Cancer Society. This will help improve the efficiency and speed of Management's decision-making and institute a higher standard of good corporate governance. The highest decision making authority of the Society rests with the Council. The Office Bearers who are Council members are empowered to act on matters within the authority limits set by the Council. The Chart of Authority Manual defines the limits of authority and responsibility of various levels of Management.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|-----|--|--|---|
| 13. | Disclosure of policy for managing conflict of interest | <p>Required Disclosure</p> <p>1. Documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board on a regular basis and when the need arises</p> <p>2. Special procedures to deal with the conflict of interest when Board members have any interest in business transactions or contract that the charity may enter into, any interest in other organisations that the charity has dealings with or is considering entering into joint ventures, any interest as the charity's suppliers, clients, beneficiaries, staff.</p> | <p><u>Board Members</u> Council members are required to declare their actual or potential conflict of interest before the start of every term. They are also required to update on any new actual or potential conflict of interests as and when the need arises.</p> <p><u>Staff</u> At the point of hire, staff are required to declare any actual or potential conflicts of interest. Staff are required to declare any actual or potential conflicts of interest yearly to HR as and when the conflict of interest arises.</p> <p>Some examples of conflict of interest include:</p> <p>a) Staff taking part in the evaluation and selection of a contractor/vendor/event company, etc from a number of bidders or interested parties one of which is operated by his/her spouse, family, relatives or personal friends or in a company that he/she has a financial interest.</p> <p>b) Staff accepting gifts or entertainment from a contractor/vendor/event company, etc who has dealings with SCS.</p> <p>c) Staff selecting candidate or deciding on candidate who is a spouse, family member or relative.</p> <p>d) Staff who has a significant (family member, relative) or romantic relationship with Reporting Officer.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|---|---|---|--|
| E. Financial Management and Internal Control | | | |
| 14. | Disclosure of internal control systems for financial matters in key areas (e.g. procurement, payment, receipting and budget planning) | <p>Basic 1. Discloses that documented procedures are in place for financial matters in key areas (e.g. procurement, payment, receipting and budget planning)</p> <p>Beyond Basic 2. Discloses that reviews are conducted on the charity's controls, processes etc.</p> <p>Bonus Disclosure of Board opinion of internal controls</p> | <p>SCS has standard operating procedures, training slides, forms and templates on all key areas provided by the finance team. These are published in the common drives and accessible by all staff.</p> <p>All areas of operations and finance are subject to internal and external audit.</p> <p>Information on the disclosure is available under the Enterprise Risk Management section of the Corporate Governance page on the SCS website.</p> |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|---|--|--------------|--|
| E. Financial Management and Internal Control | | | |
| 15. | Disclosure of policy for making loans OR Disclosure of the fact that it does not make loans | As disclosed | Information on the policy is available under the Loans/Donations section of the Corporate Governance page on the SCS website . |
| 16. | Disclosure of policy for making donations to external parties (e.g. another charity or charitable cause) OR Disclosure of the fact that it does not make donations to external parties | As disclosed | Information on the policy is available under the Loans/Donations section of the Corporate Governance page on the SCS website . |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|--|--|--|--|
| <i>Does the charity have more than one year's reserves? Yes.</i> | | | |
| 17. | Disclosure of reserves position and policy | Basic 1. Level and Purpose of Reserves | Please see page 19 of the SCS Annual Report 2018 and pages 31-32 of Note 26 of the SCS Financial Report 2018 . |
| | | 2. Level and Purposes of Designated Funds | Please refer to pages 31-32 of Note 26 of the SCS Financial Report 2018 . |
| | | 3. When the Designated Funds are likely to be used | Designated funds are used upon approval by the SCS Council. |
| | | Beyond Basic 4. Reserves Ratio | Reserves ratio as at 31 December 2018 is 2.60. Please see page 19 of the SCS Annual Report 2018 |
| <i>Does the charity have restricted and endowment funds? Yes.</i> | | | |
| 18. | Disclosure of the purpose, amount and planned timing of use for restricted funds (including endowment funds) | Required Disclosure 1. Purpose and Amount of funds | Please see pages 31-32 of Note 26 of the SCS Financial Report 2018 . |
| | | 2. Planned timing of use | Please see pages 31-32 of Note 26 of the SCS Financial Report 2018 . |
| <i>Does the charity have reserves that are invested? Yes.</i> | | | |
| 19. | Disclosure of investment policy if the charity invests its reserves | Basic 1. Approving Authority | All investments are approved by the SCS Council. |
| | | 2. Type of financial Instruments approved by the Board | The financial instruments include bonds and fixed deposits. |
| | | Beyond Basic 3. Guiding principles (e.g. to generate returns while protecting capital, statutory compliance) | The SCS Investment Policy guides investments made by SCS. |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|--|---|---|--|
| F. Conduct of Fundraising Activities | | | |
| <i>Does the charity conduct fundraising activities? Yes.</i> | | | |
| 20. | Disclosure of information about past fundraising activities | Basic 1. List of fundraising activities conducted (Date & Location) | (1) Relay For Life 2018 (Date: 10-11 March at the National Stadium) (2) Race Against Cancer 2018 (Date: 22 July at Angsana Green, East Coast Park) |
| | | 2. Total gross receipts from the fundraising activities | (1) \$1.56 million (https://www.singaporecancersociety.org.sg/about/publications/61-rfl-audited-report/193-rfl-audited-report-2018.html#next) (2) \$1.28 million (https://www.singaporecancersociety.org.sg/about/publications/55-rac-audited-report/195-rac-audited-report-2018.html#next) |
| | | 3. Total expenses incurred in the fundraising activities | (1) \$0.90 million (2) \$0.43 million |
| | | 4. Purpose for which the funds have been used / will be used | SCS Programmes and Services |
| | | 5. Use of commercial fundraisers (if any) | A commercial fundraiser was engaged from May to November 2018 to increase fundraising efforts. Please see page 19 of Note 9 of the <u>SCS Financial Report 2018</u> . |
| | | Beyond Basic 6. Fundraising efficiency ratio | (1) 24% (2) 24% |
| | | 7. Rationale behind the use of commercial fundraisers (if applicable) | A commercial fundraiser was engaged from May to November 2018 to increase fundraising efforts. Please see page 19 of Note 9 of the <u>SCS Financial Report 2018</u> . |
| | | 8. Fee arrangements with commercial fundraisers (if applicable) | A fee is payable to the commercial fundraiser based on amount raised. An agreement was entered with the commercial fundraiser. |

| S/N | Item | Item Details | Remarks / Supporting Documents |
|--|---|---|---|
| F. Conduct of Fundraising Activities | | | |
| <i>Does the charity have any on-going fundraising activities during reference period? Yes.</i> | | | |
| 21. | Disclosure of information about on-going fundraising activities on charity's official website and/ or Facebook page | Required Disclosure 1. Date and location of fundraising activity / activities 2. Fundraising Target 3. Purpose for which the funds will be used | Yes, all details of our ongoing fundraising activities are stated in SCS website (Third Party Fundraising) and SCS Social Media . |
| G. Auditor / Independent Examiner's Report | | | |
| 22. | Disclosure of financial statements which include: <ul style="list-style-type: none"> • auditors'/independent examiners' opinion on whether the financial statements are properly drawn up in accordance with the relevant provisions; and • report on other legal and regulatory requirements | The auditor expressed an unqualified opinion in the report | Yes. Please see pages 2-4 of the SCS Financial Report 2018 . |
| H. Timeliness of Disclosure | | | |
| 23. | Annual returns (i.e. annual reports, financial statements & Governance Evaluation Checklists) are submitted to the office of Commissioner of Charities and disclosed on Charity Portal within 6 mths from end of financial year | Timely Submission (Within 6 months) | Yes. Deadline complied. |

