

# CHARITY TRANSPARENCY SCORECARD

## Singapore Cancer Society (2023)

Annex A

S/N	Disclosure Area	Disclosure Items	Remarks / Supporting Documents
<b>A. Timeliness of Submissions</b>			
1.	Annual submissions ( <i>i.e. annual reports, financial statements and Governance Evaluation Checklists</i> ) are submitted to the Commissioner of Charities within 6 months from the end of the financial year		The Annual Report, Governance Evaluation Checklist and Financial Statement for FY2022 ( <i>i.e. for the financial year ended 31 December 2022</i> ) were submitted on 3 May 2023.
<b>B. Board Governance and Executive Management</b>			
2.	Information on the Board	- Name	All information on Singapore Cancer Society Council members (name, board appointment, appointment date) can be found on pages 16-19 of the <a href="#">SCS Annual Report 2022</a> .
		- Board Appointment	
		- Date of Appointment	
		- Frequency and attendance at board meetings to show how active the board is	All information on the frequency and attendance at board meetings can be found on page 62 of the <a href="#">SCS Annual Report 2022</a> .
- Policy for (i) board selection and recruitment, and (ii) training and evaluation of board effectiveness are in place	<a href="#">Council Selection/Recruitment</a> SCS has a Policy for selection and recruitment of the SCS Council members which is carried out 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		

		<p>qualifications of a nominee and the representational needs of the Council.</p> <p><a href="#">SCS Council Induction</a></p> <p>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><a href="#">Council Evaluation</a></p> <p>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>
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		<ul style="list-style-type: none"> <li>- Introductory profile of board members with brief information stating their (i) current/ previous occupation, and (ii) past experiences with charities/ corporates</li> </ul>	Introductory profile of Singapore Cancer Society Council members can be found on pages 16-17 of the <a href="#">SCS Annual Report 2022</a> .
		<ul style="list-style-type: none"> <li>- Brief description of the process which board's performance and effectiveness are evaluated</li> </ul>	<a href="#">Council Evaluation</a> 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.
		<ul style="list-style-type: none"> <li>- Reasons for retaining board member(s) who have served on the board for more than 10 consecutive years OR Disclosed that no board member(s) have served on the board</li> </ul>	Reasons for retention of Singapore Cancer Society Council members who have served on the board for more than 10 consecutive years can be found on pages 16-17 of the <a href="#">SCS Annual Report 2022</a> .
3.	Information on executive management	<ul style="list-style-type: none"> <li>- Name</li> <li>- Designation</li> <li>- Organisational Structure</li> <li>- Date of Appointment</li> <li>- Brief introductory profile on past job experiences of executive heads</li> </ul>	The SCS organisation structure and overview of the senior management team (names and designation) can be found on the <a href="#">Management Team</a> page of the SCS website and page 20 of the <a href="#">SCS Annual Report 2022</a> .  <u>Date of appointment and past job experience for <a href="#">CEO</a></u>  Mr Albert Ching has been the Chief Executive Officer of the Singapore Cancer

			<p>Society (SCS) since September 2012. He 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). He played a pivotal role in leading the Society to establish new partnerships to better serve the cancer community at large across key areas of cancer upstream prevention and screening, community care and patient support, rehabilitation and cancer survivorship. Under his leadership SCS also clinched the coveted Charity Transparency Award 2019. Before joining SCS, he was the Executive Director and General Secretary of the YMCA of Singapore for over 7 years and was elected as President in 2019. Prior to YMCA, he served as Executive Director at The Boys' Brigade in Singapore.</p> <p>Date of appointment and past job experience for COO and Director can be found on the <a href="#">SCS Website</a>.</p>
4.	Information on Committees <i>(or designated board members)</i> which oversee specific areas	- Brief description of the main terms of reference for the board and each of its committee members	The description of the main terms of reference for the board and each of its committee members can be found on the <a href="#">SCS Website</a> .

5.	Board members re-nomination and re-appointment process	<ul style="list-style-type: none"> <li>- Brief description of charity's board re-nomination and re-appointment process</li> </ul>	<p>The election process of Singapore Cancer Society ("SCS")'s Board member, or Council in SCS terms, is governed by Rule 7 of SCS' Constitution.</p> <p>The Council and Management actively and continuously engage potential candidates with specific skill sets that can add value in serving as Council members. Specialised skills and experience in oncology and medical profession, legal, finance, technology, corporate management/governance and fundraising are some of the key areas to be represented in the Council.</p> <p>The Chairman, Nominations Committee, CEO, and other relevant individuals will meet up with potential volunteers and leaders to discuss and assess their suitability for involvement. These meetings serve as an opportunity for mutual introduction and allow for meaningful conversations to take place, enabling the organization to evaluate the potential volunteers' qualifications, interests, and alignment with SCS's goals and values, prior to their involvement with SCS.</p>
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S/N	Item	Item Details	Remarks / Supporting Documents
<b>C. Conflict of Interest</b>			
6.	Exact remuneration and benefits received by each board member (if the governing instrument permits remuneration)	<ul style="list-style-type: none"> <li>- The exact remuneration and benefits received by each board member OR The fact that its governing instrument does not permit remuneration OR The fact that board members do not receive remuneration</li> </ul>	Board members do not receive remuneration. As disclosed in the <a href="#">SCS Annual Report</a> 2022 page 62.

7.	The process for setting remuneration for a board member	<ul style="list-style-type: none"> <li>- Board members are not involved in setting their own remuneration OR Board members do not receive remuneration</li> </ul>	
8.	The process of setting remuneration of key staff	<ul style="list-style-type: none"> <li>- Staff are not involved in setting their own remuneration OR Staff do not receive remuneration OR Charity does not have staff</li> </ul>	Staff are not involved in setting their own remuneration as disclosed in Governance Evaluation check list in <a href="#">SCS Annual Report 2022</a> page 64.
9.	Policy for managing conflict of interest	<ul style="list-style-type: none"> <li>- 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, such as any interest: ✓ in business transactions or contracts that the charity may enter into ✓ in other organisations that the charity has dealings with or is considering entering into joint ventures with ✓ as the charity's suppliers, service users, beneficiaries or staff</li> </ul>	A conflict-of-interest policy is in effect and applies to the Council, Sub-Committees, staff, and volunteers. To ensure compliance, an annual submission of a conflict-of-interest form is required by Council members, Sub-Committees, and key volunteers. For staff members, the Human Resource ("HR") management system hosts the form and completion is mandatory on an annual basis.

#### D. Strategic Planning

10.	Strategic Direction	<ul style="list-style-type: none"> <li>- Vision / Mission</li> <li>- Objectives</li> </ul>	The SCS Mission and Vision can be found on page 1 of the <a href="#">SCS Annual Report 2022</a> and on the <a href="#">SCS website</a>
		<ul style="list-style-type: none"> <li>- Outline on its plan and/or strategy to achieve its mission and vision (at least for the next 2 years)</li> </ul>	<p>SCS Strategic Thrusts can be found on page 1 of the <a href="#">SCS Annual Report 2022</a> and on the <a href="#">SCS website</a>.</p> <p>SCS Strategic Thrusts are:</p> <ul style="list-style-type: none"> <li>- Reduce cancer incidence</li> <li>- Increase survivor rate</li> <li>- Improve quality of life</li> <li>- Greater community action</li> </ul>

S/N	Item	Item Details	Remarks / Supporting Documents
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#### E. Programme Management

11.	Programmes/ Activities/ Services and their Outcomes	- Information on programmes, activities and services such as: ✓ List of Programmes/ Activities/ Services ✓ Purpose of the Programmes/ Activities/ Services	<p>General information of SCS programmes, activities and services can be found in the <a href="#">SCS Annual Report, website</a>.</p> <p>For up-to-date information, SCS updates our website, <a href="#">Facebook</a> page regularly.</p>
		- Outcomes of the Programmes/ Activities/ Service	

S/N	Item	Item Details	Remarks / Supporting Documents
<b>F. Human Resource Management</b>			
14.	Staff Remuneration	- The total annual remuneration for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000 OR There are no staff receiving remuneration exceeding \$100,000 OR Charity does not have staff	The total annual remuneration for each of its three highest-paid staff is disclosed in <a href="#">SCS Annual Report 2022</a> page 61.

		<ul style="list-style-type: none"> <li>- Number of paid staff(s) who are close members of the family of the executive head or board members, and whose remuneration each exceeds \$50,000 during the year. OR There are no paid staff(s) who are close members of the family of the executive head or board members, and whose remuneration each exceeds \$50,000 during the year OR Charity does not have staff</li> </ul>	There are no paid staff(s) who are close members of the family of the executive head or board members, and whose remuneration each exceeds \$50,000 during the year.
		<ul style="list-style-type: none"> <li>- Disclosure of the staff's remuneration should be in incremental bands of \$100,000 on a no-named basis. However, the related executive head or board members(s) should be disclosed on a named basis OR There are no paid staff who are close members of the family of the executive head or board members, who receive more than \$50,000 during the year OR Charity does not have staff</li> </ul>	There are no paid staff who are close members of the family of the executive head or board members, who receive more than \$50,000 during the year
13	Volunteer management policies	<ul style="list-style-type: none"> <li>- Brief description of the charity's volunteer management policies or processes</li> </ul>	Description of SCS Volunteering programmes and opportunities can be found on <a href="#">SCS Website</a> and also mentioned in Annual Report 2022 page 57.
14	Whistle-blowing policy	<ul style="list-style-type: none"> <li>- Brief description of the charity's volunteer management policies or processes</li> </ul>	A Whistle Blowing Policy is in place to drive governance and a systemic flow of information across the organisation. The Management nurtures a strong culture of integrity by ensuring there are accessible feedback channels for all employees and members of the public to the Audit Committee. As disclosed in <a href="#">SCS Annual Report 2022</a> page 61.

S/N	Item	Item Details	Remarks / Supporting Documents
<b>G. Financial Management and Internal Controls</b>			
15.	Internal controls with documented procedures for financial matters in key areas including: <ul style="list-style-type: none"> <li>- Procurement procedures and controls</li> <li>- Receipting, payment procedures and controls; and</li> <li>- System for the delegation of authority and limits of approval</li> </ul>	<ul style="list-style-type: none"> <li>- Documented procedures are in place for financial matters in key areas</li> </ul>	SCS complied s disclosed under Governance Evaluation Checklist in SCS Annual Report 2022 page 63.
16.	Reserves Position and Policy	<ul style="list-style-type: none"> <li>- Level and Purpose of Reserves</li> </ul>	SCS has a reserves policy of at least one time its annual operating budget to meet its operational requirements. Operating reserves exclude all building/project funds, endowment, and sinking funds. The reserve ratio as of 31 December 2022 is 2.02. Reserves are invested in Singapore dollars fixed deposits and bonds, with banks. Investments are reviewed and approved by the Council. A reported in <a href="#">SCS Annual Report 2022</a> .
		<ul style="list-style-type: none"> <li>- Level and purposes of funds that have been designated for a certain use</li> </ul>	
		<ul style="list-style-type: none"> <li>- Reserves Ratio</li> </ul>	
17.	Purpose, amount and planned timing of use for restricted funds (including endowment funds)	Purpose and Amount of restricted and/or endowment funds OR charity discloses that it does not have restricted and/or endowment funds	Information is available in the SCS Financial <a href="#">Report</a> 2022 page 6.
		Planned timing of use, if the charity has a fixed timeframe to use the funds, OR the charity discloses that there is no planned timing of use for the fund	

S/N	Item	Item Details	Remarks / Supporting Documents
<b>H. Fund-raising Practices</b>			
<b><i>Does the charity conduct fundraising activities? Yes.</i></b>			
18.	Information on fund raising	Disclosure of nature, purpose and amount of funds received: (i) donations in cash (solicited and unsolicited); (ii) donations	As disclosed on SCS Financial <a href="#">Report</a> 2022.

		in kind (solicited and unsolicited); (iii) sponsorships; (iv) grants; and (v) others	
		Information on fund-raising events: (i) when it was conducted/held; (ii) who were the beneficiaries for the fund-raising event; (iii) how much funds were raised; (iv) how much fund-raising expenses were incurred (if any); and (v) where any commercial fund-raiser has been engaged, the charity should disclose the rationale of engaging commercial fund-raiser and the fee arrangements	As disclosed in the <a href="#">SCS Annual Report 2022</a> . Yes to a certain extent.
S/N	Item	Item Details	Remarks / Supporting Documents
I. Auditor / Independent Examiner's Report			
23.	<p>Disclosure of financial statements which include:</p> <ul style="list-style-type: none"> <li>- auditors'/independent examiners' opinion on whether the financial statements are properly drawn up in accordance with the relevant provisions; and</li> <li>- report on other legal and regulatory requirements</li> </ul>	The auditor expressed an unqualified opinion in the report	<p>RSM Chio Lim LLP stated the financial statements are properly drawn up in accordance with the relevant provisions as disclosed on pages 4 of the SCS <a href="#">Financial Report 2022</a>.</p> <p>Report on other legal and regulatory requirements is disclosed on page 6-7.</p>