

GreenSG
COLLAB

ANNUAL REPORT 2023



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*Our volunteer guide leading
the nature walk at Hortpark*



ABOUT US

GreenSG COLLAB Ltd (GreenSG COLLAB) was established in April 2021 as a charity, with the aim of catalysing learning, responsible action, and developing future green leaders, so as to collectively build an inclusive society, at home with nature, for a better, sustainable world.

Our approach is to catalyse collaboration between like-minded individuals and organisations. Together with our expert panel, we are engaging with schools and institutions of higher learning, volunteers, community bodies and corporates, and cooperating with public agencies, to spur deeper understanding of the science of the climate crisis and biodiversity loss, design projects for demonstration-study and community engagement, and collective ownership of the green agenda.

Our efforts contribute to the whole-of-society movement required for the realisation of the Singapore Green Plan, and is aligned with the need for urgent action and responsibility across the global community.



Participated in a Tree Planting Activity during the Tasek Rising Camp (December)

OUR VISION

To catalyse shared learning and joint action with all to sustain the balance of human life with the natural world, so that we advance a society that is both inclusive and at home with nature.

OUR MISSION

To invigorate a community of learning and action for a better, sustainable world, whereby GreenSG COLLAB will:

Co-learn

Educate and co-learn with partners in the community about the climate crisis, why it affects us all, and seek solutions to tackle it – through science, and by learning from research and advocacy by community groups, individuals, and the public and private sectors; and

Take action

Create platforms for people from all walks of life to be immersed in and learn to value nature, biodiversity and green living, and thereby leading to the preservation and protection of the environment.



OUR APPROACH

We aim to catalyse and accelerate sustainability efforts and community action, and develop the next generation of green leaders who will take responsibility for the environmental commons, with the following 4 pillars:



NATURE

Nature is key to climate change mitigation and adaptation, while also essential to human wellbeing.

With better appreciation of nature and the environment, we hope to encourage pro-environmental behaviour and build a culture of social responsibility to maintain healthy ecosystems.



YOUTH

Youth can be empowered to be the agents of change to the climate crisis.

Through our youth outreach programme, we aim to nurture a generation of future green leaders that will lead, influence and innovate for a change in culture, behaviour and practices that values the preservation and protection of nature.



COMMUNITY

Addressing the climate crisis requires a collective effort. With connections and partnerships with volunteer groups, corporates and experts, we build an ecosystem of knowledge, co-learning and action.

We also aim to enable the vulnerable amongst us to enjoy nature's benefits and take ownership of the environment.



INNOVATION

Innovation is about questioning and rethinking our unsustainable way of life and enabling the adoption of more sustainable practices.

We hope to provide a collaborative and empowering platform for early-stage ground-up innovations, which can aid small action changes within the community, and support greater ideas that can create positive impact for the environment.

NURTURING OUR YOUTH

GREEN GUARDIAN LEADERSHIP PROGRAMME



Following the launch of the Ministry of Education's Eco Stewardship Programme and increasing focus on sustainability education, our Green Guardian Leadership Programme, in its second instalment, provides a unique learning and immersion platform for students to further develop their skills and capabilities, and nurtures them as the next generation of leaders for responsibility in sustainability.

The many stages (as described below) in our unique seven-month long programme is designed for students aged from 13 to 16, to undergo experiential learning through **leading a team** in their school on an environmental consciousness project. This entails working with their school leaders in their own environmental programmes, i.e. with their team of Heads of Departments and science teachers. The collaboration involved workshops, mentorship by experts brought in by our GreenSG COLLAB team, and sharing of resources throughout the programme.

**IN APRIL, WE
WELCOMED THIS
YEAR'S COHORT OF
26 STUDENTS FROM
6 SCHOOLS AND
INSTITUTION.**



THE STAGES OF OUR GREEN GUARDIAN LEADERSHIP PROGRAMME

Forum

Green Guardian Forum
organised at Swiss
Cottage Secondary
School in April 2023



At the forum, there was discussion on preparatory information needed to enrich students' understanding on the interconnections between the climate crisis and locally relevant issues such as waste, food and biodiversity. Our team deeply appreciated attention paid to these important connections and our experts added to briefings involving examples from the region. This broadened the discussion on how environmental issues result in different living experiences in different communities.



Jun You introducing waste issues in Singapore and the region



Our Volunteer Shivani sharing about the environmental impacts of food production

Workshop

Our workshop approach is to connect our experts' views on the climate crisis with the students' sense of how the climate impacts daily lives, and the focus was on creating a **problem statement** capturing that connection. Students would then agree on a project to examine and address that problem statement, and their teams were to illustrate the problems and consider solutions. The aim of the project was for the student teams to reach an execution plan.

A small funding amount was given to each team so that they could kick-start their projects if they needed funding. The team could then dedicate their time and focus on creative discussions while challenging their ability to assess solutions – their feasibility and level of impact.



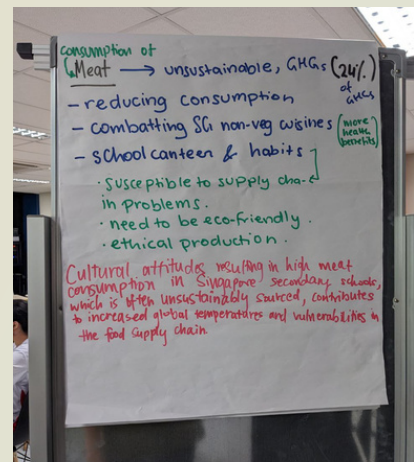
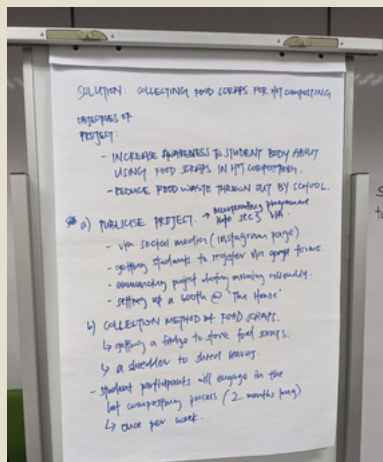
Our Volunteer Darius facilitating a Design Thinking Workshop for the students' projects



Students from Yuan Ching Secondary participating in a team building game



Students from Hua Yi Secondary presenting their preliminary ideas



Discussion outcomes from different teams

Learning Journey of the Green Guardian Leadership Programme

Apart from the workshops and discussions, student leaders also underwent two learning journeys. First, led by our volunteer nature experts, they explored Jurong Lake Gardens to understand the various ecosystem benefits nature provides and the value in preserving nature within our urban setting.



Our Volunteer Dr Ngo sharing about the unique characteristics of a plant species



Our Volunteer Guides introducing the importance of nature's ecosystem services in Jurong Lake Gardens

Second, we also organised a visit to the Net Zero Building at the School of Design and Environment, in collaboration with the National University of Singapore Sustainability Strategic Unit, where our participants were briefed onsite and could see for themselves the real world applications of innovative cooling technology and sustainable design to achieve an energy efficient yet comfortable environment.



Our Volunteer Dr Luqman sharing about the development of hydrogen as a renewable energy



NUS Sustainability Strategic Unit sharing about NUS sustainability features and Net Zero Roadmap



Green Leaders' Retreat



Green Guardian Leadership Programme Finale in November 2023

Following the regular monthly discussions with the student leaders and their teams, and multiple discussions involving our experts, – mentoring the teams on the science and their application in daily lives – the teams returned to present their **key learnings** in November 2023. The teams shared their environmental initiatives, which included:

- increasing recycling rates;
- improving composting systems; and
- nudging the reduction of meat consumption.

They displayed their growth journey in enriched competencies, their comprehension of the climate crisis and their own personal ability to reflect on their group learning.

From our expert teams, the students received many constructive suggestions, and words of encouragement from the audience.



Students from Swiss Cottage Sec presenting the outcomes of their project

Reflection from teachers and students

“...Communication is very important in ensuring that everyone is heard and has an opinion of a matter and [it also] greatly affects teamwork with one another”

- Student, Fuhua Secondary School

“They learned to apply their design thinking skills, communication skills, accepting feedback and making changes, taking failure in their stride”

- Teacher, Swiss Cottage Secondary School



CLIMATE CRISIS CHALLENGE

Another critical pillar of our work is the Climate Crisis Challenge (CC Challenge). The CC Challenge is a unique competition to empower secondary level students to study the **challenges formulated by our experts** to focus on specific aspects on the climate crisis and for the students to develop and pilot innovative solutions.

Expert guidance was provided by Greenology (a science-led sustainability outfit led by a Board member), and a team of sustainability experts. They formulated the CC Challenge and mentored the participating teams.

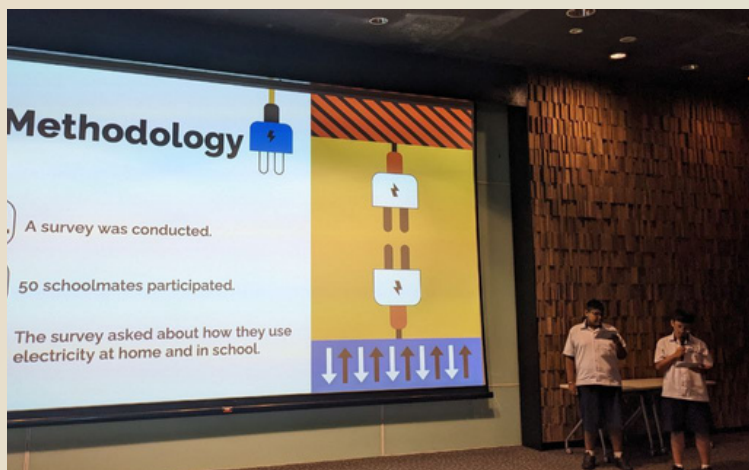
The CC Challenge was focused on three key aspects of the climate crisis - challenges which are both global and local:

WATER

ENERGY

FOOD WASTE

We invited 27 schools to take part in the CC Challenge. After a process of deliberation with our panel of experts, 12 secondary schools sent us 22 proposals. In the final round of our experts' deliberation, 10 teams from 8 schools and Tasek advanced to the public presentation stage. To help the teams with their presentation before the public, seed money was awarded and intense mentorship by our experts was made available.



Teams from Yuhua Secondary (left) and Yuan Ching Secondary (right) presenting their solutions

Ten delightful presentations addressing the 3 aspects of the climate crisis - featuring innovative prototypes of devices, and the performance of a skit: the immense potential of youth young students to creatively learn and contribute to thinking on environmental sustainability was in full view.



Teams from Crest Secondary (left) and Jurong Secondary (right) demonstrating their ideas using prototypes and skit

“We face a challenge like no other, but it is a challenge we must rise to. The climate crisis isn’t just about protecting the environment, it is about protecting our health, our economy, our security, our future – It is about protecting life as we know it.”

- Professor Veera, Board Member and Founder of Greenology



Champion Team from River Valley High School receiving their certificates and trophies from GreenSG COLLAB Patron, Mr Tharman Shanmugaratnam, and Ms Jane Ittogi

The panel of experts found the proposal of River Valley High School to prevent water wastage and motivate adoption of water saving practices of high educational and practical impact. In the spirit of passing on **generational learning**, they were awarded a customised Challenge Trophy that will be passed on to subsequent Champions!

We are deeply grateful to the mentors and all who have volunteered their time.



Mr Shawn Huang, Board Member presenting tokens of appreciation to all the mentors of Climate Crisis Challenge 2023



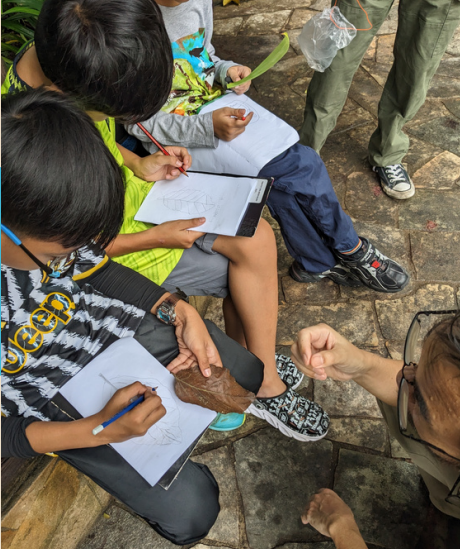
A group photo with all the participants and guests after the conclusion of the Climate Crisis Challenge 2023

GREENBRIDGE

- our collaborations to accelerate awareness and action

In 2023, we piloted the Greenbridge Initiative, which means our **partnering with other organisations** to spread the word of responsibility for sustainability. We aim also to create equal opportunities for communities with disadvantage to play their part in the green movement.

Nature Walk



Participants attempting to observe and sketch details of leaves during a nature walk at Singapore Botanic Gardens



Participants from Tasek posing for a photo during a nature walk at Sungei Buloh Wetland Reserve

In partnership with Tasek, we have a programme of educational nature walks, and we welcome individuals and family members of all ages. These walks are about immersion in nature and involve nature guides providing a chance for all to learn from environmental enthusiasts and experts. We aim for repeat participants who themselves become volunteers, and hope for a **virtuous circle of learning** when learners become teachers. We aim to involve family participation.



Participants using phones to take pictures during a nature walk at Jurong Lake Gardens



Volunteer-run nature walk at Hortpark



Participants learning to use binoculars during a nature walk at Dairy Farm Nature Reserve

Working with Youth (Tasek Rising Camp)



Jun You kick starting the Scavenger Hunt activity at Singapore Botanic Gardens

In collaboration with Tasek, we took part in the Tasek Rising Camp to infuse sustainability learning within Tasek's growth development curriculum. We carefully curated activities to generate interest among the unique set of participants, which included youth with school attendance issues. In June 2023, 30 specially mentored youth joined us on a Scavenger Hunt at the Singapore Botanic Gardens, and were tasked to identify various plant species and their characteristics

The activity ended with a tour of the Seed Bank, where the growth of a **seed into a plant** provided reflection for all to recognise our own journey and to value our own strength and identity regardless of background and past experiences, especially significant for youth at risk.



Jun You with the staff and volunteers of Tasek at St John's Island



Campers participating in the game at Sisters' Island Marine Park Public Gallery

In December 2023, Tasek camp participants were brought to the Sisters' Islands Marine Park Public Gallery during their stay at St John's Island. We worked to activate their interest through a game, with the students enthusiastically learning to look for clues and answers relating to mangroves, coral reefs and marine conservation. Important feedback from youth mentors suggested that such positive response was uncommon among those unmotivated in school.

MOBILISING OUR COMMUNITIES

Apart from nurturing the interest, knowledge and capabilities of youth as sustainability advocates, we strive to create greater environmental awareness in the community through active outreach activities.

OUTREACH TAMAN JURONG ECO DAY



GreenSG COLLAB Team at Taman Jurong Eco Day

Participated in Taman Jurong Eco Day, organised by our local community partner Green@Heart in March 2023. We engaged residents in conversations about food security challenges, the carbon footprint comparison between local and imported food and shared good everyday practices to support a more sustainable food ecosystem.



GreenSG COLLAB Team and volunteers at Jurong Spring Sustainability Market

Jurong Spring Sustainability Market

Participated in the monthly Jurong Spring Sustainability Market, allowing residents to share their pre-loved items as a form of recycling in August 2023.

East Coast Youth Festival

Partnered with Heartware Network in the East Coast Youth Festival November 2023, in educating youth on different environmental challenges, whilst keeping a lookout for our future participants of our Green Guardian Leadership Programme.



GreenSG COLLAB Team and volunteers at East Coast Youth Festival



Jun You, with partners from Tasek and OuterEdit, the creative agency of this campaign, at the launch

Christmas with Our Trees



GreenSG COLLAB's display

Took part in the Christmas with Our Trees Campaign, which featured many established environmentalists and experts. The focus was on greater appreciation for local trees.

LOOKING FORWARD

We have focused on our mission to deepen learning in the community and accelerate action for a better, sustainable world.

As a young environmental charity, we are grateful to our partners in schools and sustainability-related organisations. Our Green Guardian Leadership Programme and Climate Crisis Challenge continue as pillars of our work.

In 2024, we strive to provide a more holistic learning experience to an expanded group of students with adjustments and additions from the insights we have gained from working with our partners. We will further our work with the communities with disadvantage, both through our pillar programmes and our Greenbridge Initiative.

We are also committed to continuing our contribution to the Singapore Green Plan 2030 as a partner on the ground in the community.

A group photo after our learning journey at the rooftop of NUS Net Zero Building

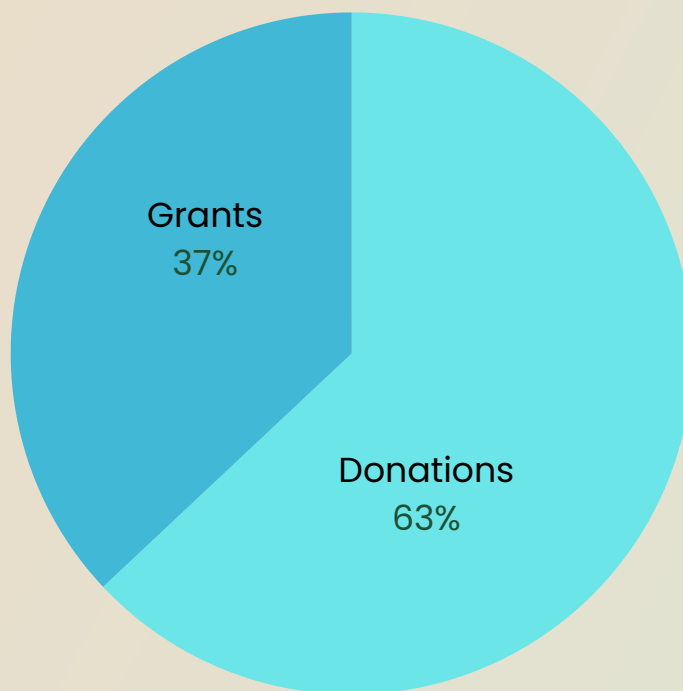


FINANCIAL SUMMARY

INCOME BREAKDOWN

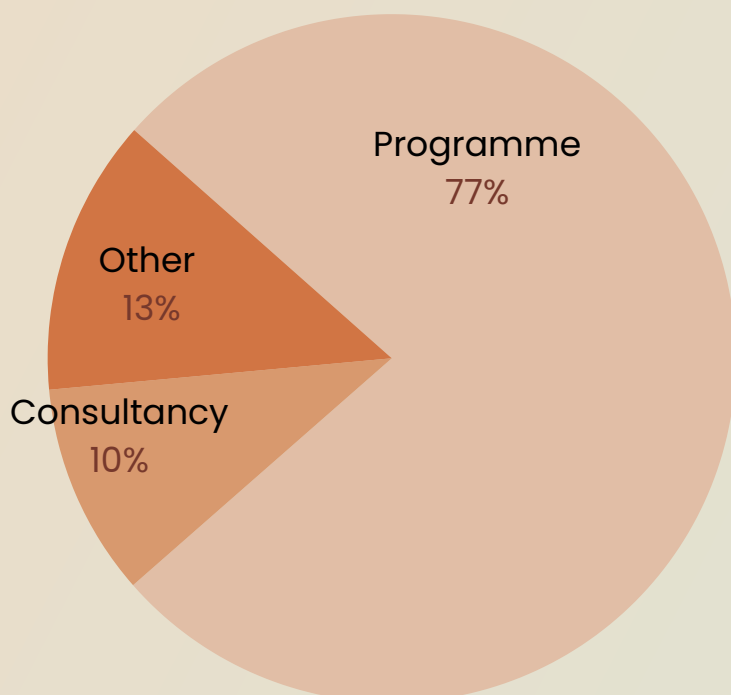
Donations remain the main source of funding for GreenSG COLLAB and we tapped on the Tote Board matching grant to maximise the benefits from these donations.

92% of the grants received are made up of matching grants.



EXPENDITURE BREAKDOWN

Programme costs include allocated staff costs. GreenSG COLLAB is a lean organisation with minimal headcount. As our programmes are carefully managed either on our own or in collaboration with our community partners, our staff are fully deployed for programme management and execution.



THE ORGANISATION

GreenSG COLLAB was incorporated as a public company limited by guarantee on 12 April 2021, and has a Company Constitution as the governing instrument.

GreenSG COLLAB has been registered as a charity under the Charities Act 1994 of Singapore since 10 December 2021, and has been recognised as an Institution of a Public Character by the Ministry of Culture, Community and Youth since 23 May 2022.

Unique Entity Number: 202112820E

Date of Incorporation: 12 April 2021

Registered Address: 1 Yung Sheng Road #03-06 Singapore 618495

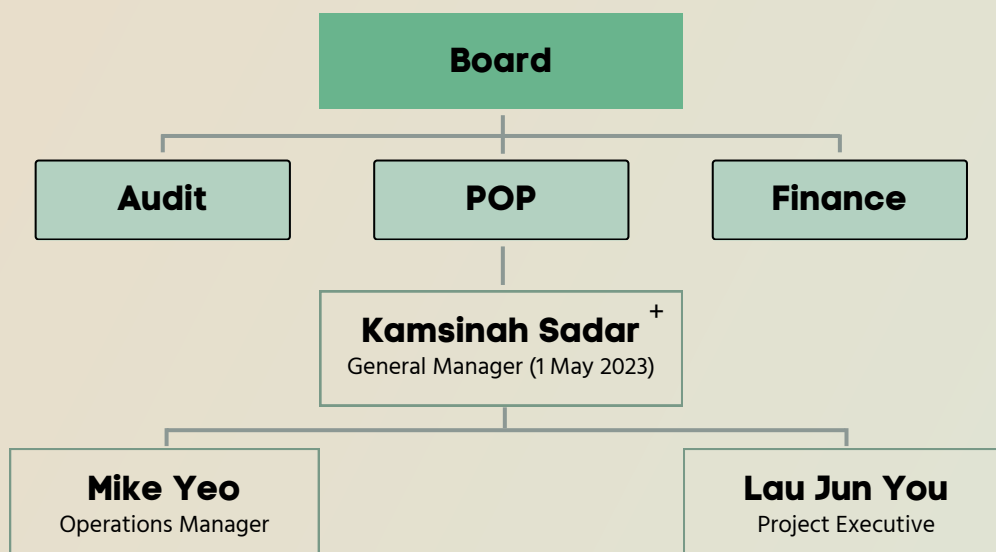
Bankers: DBS Bank

Lawyers: Invictus Law Corporation

Auditor: Baker Tilly TFW LLP

ORGANISATION CHART

GreenSG COLLAB's operations are headed by the General Manager, Mdm Kamsinah Sadar (appointed on 1 May 2023), reporting to the Board and the POP Committee. She is assisted by Mike Yeo (Operations Manager since 1 January 2022) and Lau Jun You (Projects Executive since 1 October 2021).



⁺ Prior to the appointment of Mdm Kamsinah Sadar, Dr Ngo Kang Min had assumed the position of Chief Executive till 30 April 2023.

BOARD OF DIRECTORS



Mr. Hsieh Fu Hua
Chair

Mr. Hsieh serves on the boards of a number of non-profit and business organisations. He chairs the National University of Singapore, the National University Health System and the Singapore Business Federation Foundation Limited. He is currently also a member of the National Research Foundation's Research, Innovation and Enterprise Council. In business, Mr. Hsieh is the Chairman of Eastspring Investments Group Pte Ltd, Chairman of GXS Bank Pte Ltd, Chairman of World Wide Fund for Nature Singapore, a board director of GIC Private Limited and adviser to the PrimePartners Group, which he co-founded.



Ms. Jane Ittogi

Ms. Ittogi is Chair of the Tasek Academy and Social Services Limited (Tasek), a non-profit that helps youth build confidence and ex-inmates rebuild their lives. Through GreenSG COLLAB, she works with the Board and team to promote co-learning on the climate crisis to nurture future green leaders. She has also been a firm believer in the transformational power of art, helping to introduce art programmes to prison inmates, and serving as Chair, Singapore Art Museum for over a decade. She is the Emeritus Chair of the LSE Trust, and Honorary Fellow of the London School of Economics and Political Science. Ms. Ittogi has taught law and practised as a lawyer in the United Kingdom and Singapore.

BOARD OF DIRECTORS



**Mr. Huang Wei
Zhong Shawn**

Mr. Huang is presently a Senior Parliamentary Secretary, Ministry of Education and Ministry of Finance. He was a Distinguished Graduate in BSC Aeronautical Engineering, and is formerly an F-16 Fighter Pilot in the Republic of Singapore Air Force. Mr. Huang is a Member of Parliament for the Jurong Group Representative Constituency, and serves as a Board member in Tasek.



**Mr. Heng Hang
Song Francis**

Mr. Heng has served as the Chief Financial Officer of Hongkong Land, ST Engineering, SingTel and Wilmar International. He has also held the role of Chief Representative, Monetary Authority of Singapore (MAS) in the New York Office and has worked on Foreign Reserve management with the MAS. Mr Heng has also worked on infrastructure projects, e-commerce and tech investments and deployment. In community service, Mr. Heng has served in the Taman Jurong Citizens' Consultative Committee, as well as a Board member of Assisi Hospice Ltd and Tasek.



**Professor Tan
Thiam Soon**

Professor Tan was the founding President of Singapore Institute of Technology (SIT) when it became an autonomous university in 2014, and is now SIT's inaugural Institute Professor. Professor Tan has a deep background of expertise in soil science and engineering, and has a strong interest in sustainability. He is also currently the Deputy Chairman of the Building Construction Authority, a board member of the Land Transport Authority and chairs MINDEF's External Advisory Panel for Environmental Sustainability.

BOARD OF DIRECTORS



**Mr. Goh Peng
Tong**

Mr. Goh is currently the Honorary Chairman of the Taman Jurong Citizens' Consultative Committee, providing guidance in the position of an experienced, senior grassroots leader. He is the Chairman of the School Management Committee of Kheng Cheng School, as well as a Board member of the Singapore Calligraphy Centre. Mr. Goh is formerly a Managing Director of a specialist building materials company.



**Mr. Leong Hon
Foong**

Mr. Leong is the Senior Vice President of End to End Customer Relationship globally in Schneider Electric since March 2023. He has over 31 years of business experience in professional and consumer businesses, especially in Asia-Pacific and China. His past assignments include Zone President of East Asia and Japan for Schneider Electric, President of Phillips Lighting for Greater China, and Vice President of Phillips Consumer Lifestyle for ASEAN and Pacific. He started his career at Procter and Gamble with marketing roles in South-East Asia. He is also a Board member of the Singapore International Chamber of Commerce.



**Dr. Joshua VM
Kuma**

Dr. Joshua is currently a Managing Director for Investments and Corporate Affairs at EQT Group Singapore. He has served in local and national level grassroots organisations, charities, the Community Mediation Centre as well as the Committee on Future Economy and Economic Strategies Committee. Dr. Joshua has also authored technical papers, and invented two patented and commercialised technologies.

BOARD OF DIRECTORS



Ms. Tan Lijun

Ms. Tan is currently the Deputy Group Director, Traffic Road Operations, at the Land Transport Authority. She was awarded the Public Administration Medal (Silver) (Covid-19) for her work in digital contact tracing. She is also advising the Quantedge Foundation on projects related to reducing inequality.



**Professor
Veerasekaran s/o
Arumugam**

Professor Veera is the Head of the Regenerative Agritech Centre at the Department of Biological Sciences and at the Office of the President, National University of Singapore. He is the founder and Managing Director of Greenology, which was established 16 years ago to realise his vision of transforming urban and nature spaces into living, thriving habitats and sustainable ecosystems with regenerative nature-based solutions. This was followed by the birth of other affiliate companies, namely, Vertivegies, Greenologix and Evology, to provide solutions in climate-controlled urban farming/smart farming, development of Green Intelligence Networks and Eco-Development consultancies, respectively.

BOARD APPOINTMENT AND ATTENDANCE

Name	Position	Appointed since	Board Meeting Attendance
Mr. Hsieh Fu Hua	Chair	12 April 2021	3/3
Ms. Jane Ittogi	Co-chair, POP Committee	12 April 2021	3/3
Mr. Huang Wei Zhong Shawn	Co-chair, POP Committee, Treasurer	12 April 2021	3/3
Mr. Goh Peng Tong	Chair, Finance Committee	12 April 2021	3/3
Mr. Heng Hang Song Francis	Chair, Audit Committee	5 July 2021	3/3
Mr. Leong Hon Foong	Member	12 April 2021	2/3
Professor Tan Thiam Soon	Member	1 April 2022	3/3
Dr. Joshua VM Kuma	Member	1 April 2022	2/3
Ms. Tan Lijun	Member	1 April 2022	1/3
Professor Veerasekaran s/o Arumugam	Member	1 April 2022	3/3

COMMITTEES

The Board of Directors is responsible for the governance of GreenSG COLLAB, sets its direction and strategy, approves policies on finance, human resources and compliance, oversees the development and adoption of appropriate operating plans and monitors their progress and effectiveness.

Assisting the Board are the Board sub-committees that look into specific functions, including finance and audit, human resource, and programmes and activities.

POP Committee	Audit Committee	Finance Committee
Co-Chairs Ms. Jane Ittogi Mr. Shawn Huang Wei Zhong	Chair Mr. Heng Hang Song Francis	Chair Mr. Goh Peng Tong
Member Mr. Goh Peng Tong	Member Dr. Joshua Kuma Ms. Tan Lijun	Member Dr. Joshua Kuma

POP COMMITTEE

The Programmes, Operations and Publications (POP) Committee comprises members familiar with the approaches of GreenSG COLLAB's programmes, operations and publications, and committed to ensuring the Management's observance of GreenSG COLLAB's vision, values and mission.

The POP Committee's responsibilities are to lead Board oversight over management plans and strategies in all POP activities, and specifically:

1. To approve new programme development, at the start of every annual work plan meeting;
2. To ensure operations are conducted within a culture that aims at effectiveness and demonstrable ethics;
3. To determine with the Management, the editorial line of all publications, including guiding the setting up of GreenSG COLLAB's website, editorial team and our editorial code and aims;
4. Review Management's appraisal of outcomes of existing programmes, and whether they are in line with the agreed aims of the programmes when they were approved; and
5. To track the Management's quarterly estimates of timelines, costs and partnerships of all POP activities and engagements.

AUDIT COMMITTEE

The Audit Committee facilitates the audit of GreenSG COLLAB for the Board to obtain independent information about GreenSG COLLAB's financial reporting, disclosure, risk and compliance with applicable financial reporting and compliance requirements.

The Audit Committee's Terms of Reference are:

1. To review the financial reporting and disclosure process, and accounting policies and principles;
2. To review the audit plans and reports of the auditors, and review the effectiveness of the follow-up actions taken by GreenSG COLLAB's management on the auditors' findings, as well as to communicate with the auditors on any significant matters arising;
3. To review key processes to ensure compliance with the established procedures, and analyse the risks that are associated with the key processes for management and make appropriate recommendations to the Board;
4. To review and recommend whistleblowing guidelines and make appropriate recommendations to the Board; and
5. To report to the Board any financial irregularities, disclosure and compliance concerns

FINANCE COMMITTEE

The Finance Committee supports the Board in fulfilling its responsibilities and stewardship on all finance and finance-related matters of GreenSG COLLAB.

The Finance Committee's responsibilities are as follows:

1. To review budgets prepared by the Management;
2. To ensure regular and accurate monitoring and accountability for funds and to report to the Audit Committee on any financial irregularities and concerns;
3. To recommend financial guidelines to the Board;
4. To work with the Management and ensure that financial reports are prepared in an accurate and timely manner; and
5. To undertake any finance-related matters as may reasonably be referred to it by the Board and agreed to by the Finance Committee.

POLICIES

CONFLICT OF INTEREST POLICY

GreenSG COLLAB has put in place documented procedures in the Conflict of Interests Policy for Board members and staff to declare actual or potential conflicts of interests to the Board at the earliest opportunity. Under GreenSG COLLAB's Conflict of Interests Policy, Board members do not vote or participate in decision-making on matters where they have a conflict of interests. All Board members and staff are required to comply with GreenSG COLLAB's Conflict of Interests Policy.

CODE OF CONDUCT AND HUMAN RESOURCE POLICY

The Board has approved and put in place a Code of Conduct which applies to Board members, staff and volunteers. The Code of Conduct represents GreenSG COLLAB's commitment to conducting activities and operations lawfully and ethically to the highest standards possible. The Board has also approved a Human Resource Policy, under which all recruitment activities must be consistent with our commitment to equal employment opportunities, in particular, refraining from discrimination against any candidate based on race, religion, gender, age or disability.

WHISTLE-BLOWING POLICY

GreenSG COLLAB is committed to proper compliance with all laws, regulations, internal policies and ethical behaviour by Board Members, staff, volunteers and consultants. In line with this commitment, GreenSG COLLAB has put in place a Whistle-Blowing Policy which aims to provide information on how to report suspected non-compliance, and to provide safeguards against reprisals or victimisation for whistleblowing in good faith.

FUNDRAISING POLICY

Our Fundraising Policy is to ensure that GreenSG COLLAB conducts its fundraising activities in adherence to Singapore laws and regulations, as well as guidelines set out by the Commissioner of Charities. GreenSG COLLAB will at all times conduct its fundraising activities with the level of integrity and transparency required of an institution of a public character, and ensure that its donors receive accurate and sufficient information about GreenSG COLLAB and intended use of the donations.

EXPENSES POLICY

GreenSG COLLAB's Expenses Policy recognises that its funds must be spent judiciously in support of its vision and mission. The Expenses Policy aims to provide procedures for Board members, staff and volunteers on the approvals process and accounting for expenses incurred in carrying out GreenSG COLLAB's activities.

MEDIA AND COMMUNICATIONS POLICY

Our Media and Communications Policy seeks to provide guidelines for communications from GreenSG COLLAB, including but not limited to the release of information about GreenSG COLLAB and its activities across all media platforms, including both traditional and social media. GreenSG COLLAB takes a zero-tolerance approach to abuse and defamation, as well as the use of profane, obscene or inappropriate language in any of its media communications.

DISCLOSURE AND TRANSPARENCY

Disclosure of Remuneration and Benefits Received by Board Members

None of the Board members are remunerated for their Board service in the financial year.

Disclosure of Staff Remuneration

None of GreenSG COLLAB's staff receive more than S\$100,000 in annual remuneration each, and none of its staff is a close member of the family belonging to (a) the most senior staff member in charge of GreenSG COLLAB, or (b) a Board member.

GOVERNANCE

EVALUATION CHECKLIST

(Enhanced Tier)

S/N	Code Guidelines	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	N.A.
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	N.A.
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied

S/N	Code Guidelines	Code ID	Response
	Is there any governing board member who has served for more than 10 consecutive years? (Skip item 7 if “No”).		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	N.A.
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied
Human Resource and Volunteer Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (Skip item 15 if “No”).		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied

S/N	Code Guidelines	Code ID	Response
Financial Management and Internal Controls			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensure that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (Skip item 21 if "No").		No
21	The charity has a documented investment policy approved by the Board.	6.4.3	N.A.
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (Skip item 22 if "No").		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (Skip item 23 if "No").		No
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	N.A.

S/N	Code Guidelines	Code ID	Response
Disclosure and Transparency			
24	The charity discloses in its annual report: (a) The number of Board meetings in the financial year; and (b) The attendance of every governing board member at those meetings.	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No
25	No governing board member is involved in setting his own remuneration.	2.2	N.A.
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	N.A.
	Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No").		Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report: (a) The total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding S\$100,000 during the financial year; and (b) Whether any of the 3 highest paid staff also serves as a governing board member of the charity. This information relating to the remuneration of the staff must be presented in bands of S\$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than S\$100,000 each in annual remuneration.	8.4	Complied

S/N	Code Guidelines	Code ID	Response
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) The staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) The staff has received remuneration exceeding S\$50,000 during the financial year. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding S\$50,000 during the financial year.	8.5	Complied
Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied



GreenSG COLLAB

1 Yung Sheng Road, #03-06, Singapore 618495

Email: admin@greensgcollab.org



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