

Trailblazer Foundation Ltd
2018 Governance Evaluation Checklist

S/No.	Code Description	Code ID	Compliance	Explanation (if the Code guideline is not complied to or not applicable)
	BOARD GOVERNANCE			
A	Are there Board members holding staff appointments? (Skip items 1 and 2 if "No")		No	We are a privately funded IPC. We do not have any paid staff. All support functions are outsourced to a professional firm. The Executive Director serves in an honorary capacity and does not receive any fees or honorarium.
1	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2	Not Applicable	As above.
2	Staff does not chair the Board.	1.1.2	Not Applicable	As above.
3	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Not Applicable	We do not have a Treasurer or Finance Committee Chairman.
4	The Board has an audit committee (or designated Board members) with documented terms of reference.	1.2.1	Complied	
5	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	The Board meets at least twice a year. Board decisions are also in the form of circular resolutions.
	CONFLICT OF INTEREST			
6	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	Board members make disclosures to the Company as required under the Companies Act.

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7	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	Board members abstain from voting on any matter in which they may have a conflict of interest.
	STRATEGIC PLANNING			
8	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	The Foundation's vision and mission are publicly communicated via our website and are in line with the objectives set out in its Constitution.
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	At its meetings, the Board reviews the Company's work plans and approves new directions/initiatives. A Grants Review Committee comprising 3 independent Board members reviews the grant applications of the Trailblazer General Fund before these are considered by the Board.
	HUMAN RESOURCE MANAGEMENT			
10	The Board approves documented human resource policies for staff.	5.1	Not Applicable	We do not have paid staff.
11	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Not Applicable	We do not have paid staff.
	FINANCIAL MANAGEMENT AND CONTROLS			
12	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	The Audit Committee meets at least once a year to review the Foundation's financial processes and internal controls and also reviews our audited annual Financial Statements with the external auditors.

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13	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	In 2015, a consultancy firm specializing in corporate governance, risk management and internal audit, was engaged to review the Company's operational and financial control processes. The review report was presented to the Board. There were no major audit findings and overall conduct was satisfactory.
14	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	Our sponsorship commitments and expenditures are monitored and reported regularly to the Board.
15	The charity discloses its reserves policy in the annual report.	6.4.1	Not Applicable	We do not have a reserves policy.
B	Does the charity invest its reserves? (Skip item 16 if "No")		Yes	
16	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Complied	An Investment Committee was set up in 2009 to oversee the investment of the reserves in the HYC-PSA Endowment Fund. This committee was subsequently re-constituted in 2016 and the new Investment Committee oversees the investment of reserves in the LHL Fund as well.
	FUNDRAISING PRACTICES			
17	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
	DISCLOSURE AND TRANSPARENCY			
18	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	

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C	Are Board members remunerated for their Board services? (Skip items 19 and 20 if "No")		No	Board members do not receive any fees or remuneration.
19	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	
20	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2	Not Applicable	
D	Does the charity employ paid staff? (Skip items 21 and 22 if "No")		No	
21	No staff is involved in setting his/ her own remuneration.	2.2	Not Applicable	
22	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Not Applicable	
	PUBLIC IMAGE			
23	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	Donors and members are kept informed through regular reports pertinent to their respective Funds. Communication with the public is via our website which is regularly updated.