HCA hospice
Creating Good Days

Statement of Corporate Governance

Under the guidance of our Board of Directors (the "Board"), HCA is committed to ensure that the Organisation is effectively governed and managed, supported by appropriate functions, policies and processes. We remain steadfast to continually improve our governance and management practices to remain accountable and transparent to our stakeholders as a responsible Institution of a Public Character (IPC).

The Board and the management of HCA firmly believe that a genuine commitment to uphold high standards of corporate governance is key to the sustainability of HCA's mission and vision.

HCA strives to adhere fully to the principles and guidelines of the Code of Governance for Charities and IPCs, the Charities Act, relevant regulations and other frameworks as governed by the Charity Council.

The Organisation compiles and updats the Governance Evaluation Checklist (GEC) in the Charity Portal for each financial year at www.charities.gov.sg.

Governing Instruments

HCA's Constitution and the Code of Governance for Charities & IPCs govern and guide the selection, recruitment, tenure of its office bearers, appointment and induction of new Board members and; self-assessments are conducted regularly to measure Board effectiveness.

Role of the Governing Board

In accordance with its Constitution, HCA is governed by a Board of Directors whose members are made up of volunteers.

As part of its stewardship role, the Board is responsible for overseeing and approving strategies for the achievement of HCA's objectives and ensuring that there are adequate resources to meet its objectives. The responsibilities of the Board include establishing good corporate governance practices, ensuring effective controls are put in place, assessing and managing risks, overseeing new programmes and monitoring the efficiency and effectiveness of these programmes in meeting HCA's objectives. Day-to-day management of HCA is delegated by the Board to the management team headed by the Chief Executive Officer (CEO) in accordance with the directions set out by the Board.

Board Selection and Recruitment

For robust governance, the Board strives to ensure its composition reflects a broad range of expertise and diverse viewpoints, effectively addressing the Organisation's current and future needs. To facilitate this, the Board has established a comprehensive diversity matrix. This matrix ensures that, collectively, the Board possesses the necessary core competencies in critical areas such as clinical, legal, human resource, finance and investment, audit and risk, fundraising, advocacy, marketing and partnerships, information technology, volunteer management, and governance. This strategic approach is designed to enable the Board to effectively lead and steward HCA towards its strategic goals.

Directors are selected for their independence, high ethical standards and unwavering commitment to the mission and vision of the Organisation. Importantly, no staff member of HCA serves as a Director. The Board follows a formal process for the appointment and re-appointment of Board Directors and members of Board Committees, ensuring a structured and transparent approach. The selection and recruitment of Board and Board Committee members is approved by the Board and overseen by the Nominations Committee ("NC"). Once identified, candidates are carefully evaluated by NC. Board members candidates recommended by NC are first approved by Board before they are put up for members' election.

Candidates who wish to be considered as Board members should preferably first serve in Board Committees before being considered to join the Board. This provides the candidates with a better understanding of the Organisation as well as responsibilities of the Board. During this period, the Board will also assess the candidates' suitability as Board members.

Appointment and Term Limit of Board

Each term of office of any director shall be a maximum of three years and all directors submit themselves for re-nomination and reappointment at least once every three years. According to HCA's Constitution, a director may serve a maximum of three consecutive terms of office. In particular, the Chair of the Finance and Investment Committee shall not hold that office for more than four consecutive years.

None of the Board member has served more than nine years running since HCA transited to a Company Limited by Guarantee entity. All Board members have declared that they are neither undischarged bankrupts nor have they been convicted of any offence in a court of law.

Board Evaluation

The Nominations Committee is responsible for evaluating the effectiveness of the Board and identifying areas for improvement. The Board performs self-assessment annually and conducts external board evaluation on the third year. In June 2024, HCA participated in an external evaluation conducted by Centre for Non-profit Leadership ("CNPL").

In June 2025, the Board conducted self-assessment covering areas such as composition of the Board, effectiveness of the Board, strategic planning and adequacy of resources to meet its objectives. There were a good diversity of opinions and overall scores showing consensus on many areas. The Board carried out discussions on the self-assessment results, succession planning and action plans.

Induction and Training

All new Board and Board Committee members are given appropriate induction and orientation through engagement sessions with CEO and Board members to provide them with an in-depth

6251 2561 6291 1076 contactus@hcahospicecare.org.sg
705 Serangoon Road Block A #03-01 Singapore 328127
@HCAHospice @HCAHospice HCAHospice HCAHospiceL www.hca.org.sg

understanding of the vision and mission of HCA, our objectives and strategic focus. Board members are also encouraged to attend trainings to develop core skills and competencies, and keep abreast of evolving laws and regulations that are relevant to HCA.

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Disclosure of Remuneration and Benefits Received by Board Members

The Board do not receive remunerations for their services. There is no claim by the Board members for services provided to the Organisation, either by reimbursement to the Board members or by providing the Board members with an allowance or by direct payment to a third party.