

**The Girls' Brigade Singapore  
Conflict of Interest Policy &  
Operating Procedures**

Effective Date:	13 October 2021
Approved By:	The Executive Board

**Version History**

<b>S/No.</b>	<b>Description</b>	<b>Date amended</b>	<b>Version</b>
1	<b>Changes aligned to Amendments to the Constitution (2021/2022)</b>  - <b>Nomenclature: Executive Board to Board</b>	29 June 2022	1.1

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## **Part 1 – About The Girls’ Brigade Singapore**

### **1. Objectives**

The mission of The Girls’ Brigade Singapore (GBS) is to develop each girl and officer to her fullest potential by equipping, empowering and enabling every girl to be a leader and every officer a servant leader.

GBS an Institution of Public Character and a member of the National Council of Social Services. Our work in schools is endorsed by The Ministry of Education as a Uniformed Organisation.

### **2. Organisation structure**

Please refer to the Organisation Chart as per Annexure 1.

## **Part 2 – About this policy**

### **3. Objective**

The objective of this policy is to protect The Girls' Brigade and its members from any impropriety or appearance of impropriety.

Members of The Girls' Brigade are obliged to act in the best interest of the organisation. Members should avoid situations where real, potential, or perceived conflicts of interest may arise between the member's personal or family interest and those of The Girls' Brigade.

### **4. Approval of, and amendments to this policy**

#### 4.1. Approval of this policy

This policy is effective upon approval by the Board. Its effective date ('Effective Date') is shown on the front cover of this policy.

#### 4.2. Amendments to this policy

All stakeholders are invited to suggest to the Audit Chair, for formal consideration, changes, updates or other improvements to this policy.

However, any such suggestions and any changes, updates or other improvements proposed by the Audit Chair will not take effect unless and until:

- the Audit Chair recommends them to the Chairperson of the Board and
- to the extent that the Board Chairperson agrees that they should be made, the Board Chairperson recommends them to the Board and
- they are approved by the Board.

## Part 3 – About whistle blowing

### 5. Definitions

- “Board” refers to The Girls’ Brigade Board.
- “Member” refers to a board member or management member or staff member or volunteer member of The Girls’ Brigade as the context requires.
- “Organisation” and “Brigade” refer to The Girls’ Brigade.
- “Policy” refers to the Conflict of Interest Policy.
- “Interest” refers to any commitment, investment, relationship, obligation, or involvement - financial or otherwise, that may influence a person’s judgement. This includes:
  - a. *Direct interest* – ownership in the name of the member/staff;
  - b. *Indirect interest* – ownership beneficially held through another investment, estate, trust or other intermediary;
  - c. *Vested interest* – personal stake or involvement, which may or may not include an expectation of financial gain; and
  - d. *Deemed interest* – a member/staff is deemed to have an interest which his/her spouse/domestic partner holds an interest
- A *conflict of interest* arises when the personal interests of the member potentially interferes with the performance of his/her duties in The Girls’ Brigade. When actual, potential, or perceived conflict of interest arises, the integrity, fairness and accountability of the member may be affected, which could go against The Girls’ Brigade’s best interests.

### 6. Declaration of Interests

- 6.1. Given the stated purpose of this Policy, we are asking:
  - 6.1.1. board and management members to declare their interests, and any gifts or hospitality received in connection with their role in The Girls’ Brigade; and
  - 6.1.2. staff and volunteer members to declare when the transaction to be effected may result in a conflict of interest.
- 6.2. A declaration of interests form is provided for this purpose. Interests to be declared include, but are not limited to the following:
  - 6.2.1. Members who have friends or other personal or business relationships must consider if those relationships create conflicts of interest with their entrusted role in The Girls’ Brigade. Examples include:
    - 6.2.1.1. hiring a relative or friend as an employee or vendor,

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- 6.2.1.2. buying or selling goods or services from / to a family business for which others might compete,
  - 6.2.1.3. having a personal relationship where there is an immediate reporting relationship,
  - 6.2.1.4. volunteering and/or having memberships in any other charities, or
  - 6.2.1.5. receiving goods/services as beneficiaries.
  - 6.2.1.6. Members must disclose any outside activities, financial interest or relationship that may pose a real, potential or perceived conflict of interest. Disclosures are to be made to the Board/senior management/supervisors and head of the Human Resources Department, with the required approval obtained before accepting any position as an officer or director of an external business.
- 6.3. The declaration of interests needs to be updated in written form at least annually and whenever any changes occur.
- 6.4. In situations where members are not sure what to declare, or whether/when your declaration needs to be updated, they are strongly encouraged to err on the side of caution or seek advice from the Board/ senior management/supervisors.
- 6.5. All disclosure of interest made by members and decisions made by the Board/senior management on such matters must be recorded, updated and filed with the head of the Human Resources Department (or her designee).

## Part 4 – About operating procedures

### 7. Operating Procedures

- 7.1. If the Board needs to decide on an issue where the Board member(s) has/have an interest, it is the responsibility of the Board member(s) to:
  - 7.1.1. Identify the potential conflict of interest;
  - 7.1.2. Not participate in discussion of the program or motion being considered; and
  - 7.1.3. Not vote on the issue.
  - 7.1.4. Ensure all decisions are made by vote, with a two---thirds majority required based on the presence of a quorum; and
  - 7.1.5. Ensure interested board members must not vote on matters affecting their own interests.
- 7.2. It is the responsibility of the Board to:
  - 7.2.1. Only hire or contract any vendor if they are the best qualified individuals available, and willing to provide the goods or services needed at the best price. The Board's decision shall not be influenced in any way by the fact that a Board member has an interest in the contract.
  - 7.2.2. Record any potential conflict of interest, the use of the procedures and criteria of this policy in the minutes of the Board Meeting.
- 7.3. It is the sole responsibility of any member of The Girls' Brigade to report any real, potential or perceived conflict of interest. If it is an oversight of the organisation, the member shall promptly inform the Brigade that she has been put in such a position of conflict of interest.
- 7.4. No member of The Girls' Brigade shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation with the organisation. Each individual shall disclose any personal interest which he or she may have in any matter before the organisation and shall refrain from participating in any decision on such a matter.
- 7.5. Any member of The Girls' Brigade, client organisation, or charity vendor shall identify his or her affiliation with such agency or agencies; further, they shall not participate in the decision affecting that agency.
- 7.6. Any member of The Girls' Brigade or its Consultants / Business Partners shall refrain from obtaining any list of clients for personal or private solicitation purposes at any time during the term of their affiliation.



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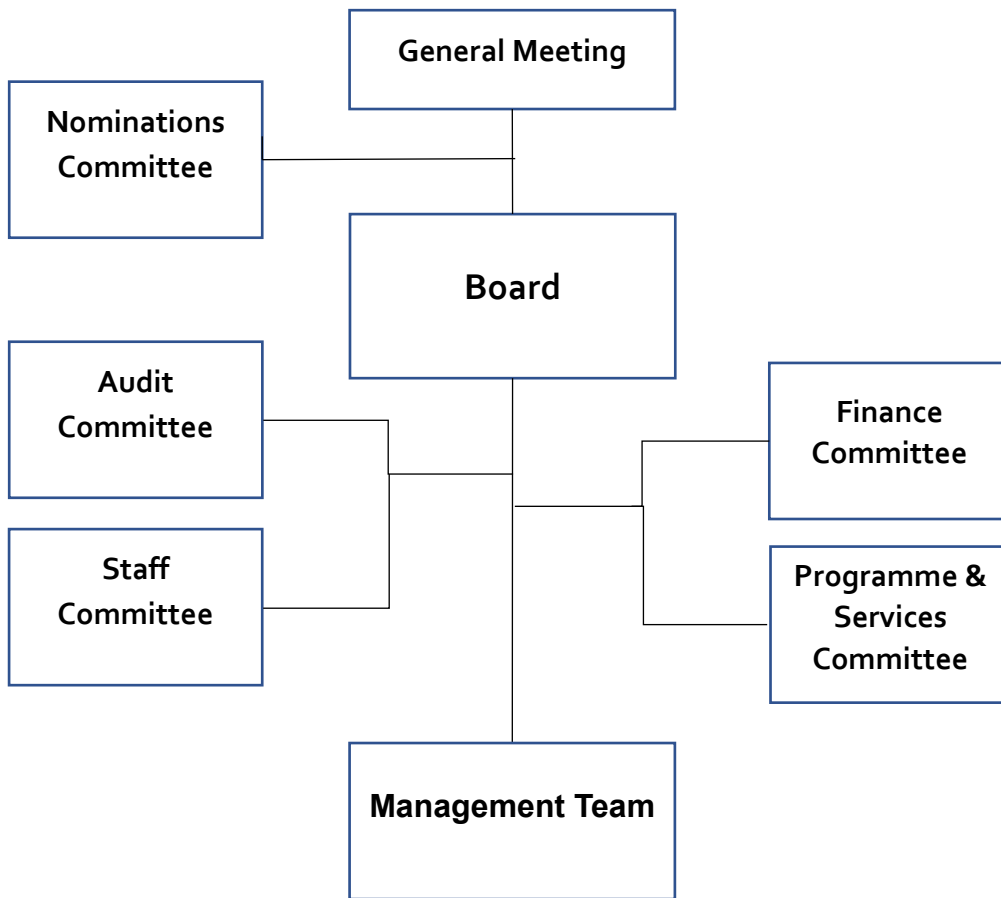
- 7.7. Any member who is also a user of the The Girls' Brigade's services, or the carer of someone who uses the brigade's services shall not be involved in decisions that directly affect the service received by the person they care for. He / She shall declare his / her interest at the earliest opportunity and withdraw from any subsequent discussion(s). The same applies if the conflict concerns any other reason(s).
- 7.8. A member of The Girls' Brigade may, however, participate in discussions from which he / she may indirectly benefit, for example where the benefits are universal to all users.
- 7.9. The Board has the right to suspend the involvement of any member/staff when they are aware that a potential, actual or perceived conflict has arose, but has not been voluntarily disclosed by the relevant member.

### **8. Violations**

Any violation will result in discipline, up to and including termination from employment or removal from the board, or expulsion from being a volunteer member of The Girls' Brigade.

**Part 5 – Annexure**

**Annexure 1 – Organisation Structure**



**Annexure 2 –**

**Conflict of Interest Declaration for Incoming Staff & Board Members  
The Girls' Brigade Singapore**

**Conflict of Interest Declaration**

The standard of behavior at the Girls' Brigade Singapore is that all staff and board members scrupulously avoid conflicts of interest between the interests of the Girls' Brigade on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest. This includes volunteers who are authorising signatories, or are involved in projects/ committees and are:

1. Participants (directly or indirectly) in any arrangement, agreement, investment, or other activity with any vendor, supplier, or other party doing business with The Girls' Brigade Singapore which could or has resulted in personal benefit to them.
2. Recipients (directly or indirectly) of any form of
  - a. Salary payments, loans, or gifts
  - b. Free service or discounts or other fees from or on behalf of any person or organisation engaged in any transaction with The Girls' Brigade Singapore.

I understand that the purposes of this policy are to protect the integrity of the Girls' Brigade's decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputation of volunteers, staff and board members. Upon hiring or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of my work, I will disclose any interests in a transaction or decision where I (or other nonprofit affiliations), my family and/or my significant other, employer, or close associates will receive a benefit or gain.

I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

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**Declaration:**

I declare that I **do not** have any direct or indirect personal relationship, affiliation, or association with any party with whom I deal that would give rise to any actual or perceived conflict of interest.

OR:

I declare that the following details are the only direct or indirect personal relationships, affiliations or associations that I have with parties with whom I deal and that may give rise to any actual or perceived conflict of interest.

1. .
2. .
3. .
4. .
5. .

(Provide details of the name of the party and the nature and value of the relationship, affiliation or association)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position in Appointment:

\_\_\_\_\_