

An ORA Interest Group



**RAFFLESIAN BUSINESS
NETWORK**

RAFFLESIAN BUSINESS NETWORK

GOVERNANCE POLICY & CODE OF CONDUCT

APPROVED BY RBN EXCO ON 16th March 2026

1. Objectives

- 1.1 The Rafflesian Business Network (“RBN”) is a non-profit professional interest group under the Old Rafflesians’ Association (“ORA”). Membership to RBN is voluntary and dedicated to the advancement of its members.
- 1.2 The objective of RBN is to cultivate a high trust business and professional ecosystem for Rafflesian alumni across cohorts from Raffles Institution, Raffles Girls’ School and Raffles Junior College. RBN generates value by facilitating connections, strategic partnerships, business opportunities, mentorship, and holistic wellness.
- 1.3 RBN prioritises the spirit of giving back to the Rafflesian schools and the community, and collective benefit and growth over personal and transactional gains. We serve by fostering a culture of inclusivity, sharing, professionalism and excellence.
- 1.4 RBN leverages the shared Rafflesian heritage as a foundation for mutual trust and respect. Members are responsible for upholding the highest standards of integrity, protecting the reputation and prestige of the Raffles name.
- 1.5 This Governing Policy (“Policy”) sets out the structure, governance and code of conduct for RBN and its community.
- 1.6 Admission to and continued membership in the RBN community is conditional upon the member’s formal acceptance of the Code of Conduct (“Code”). All members are required to sign a declaration or provide digital acknowledgement of their agreement to abide by the Code prior to their involvement and participation in RBN and its events and activities.

2. RBN Executive Committee (“Exco”)

- 2.1 The Exco shall comprise a minimum of 3 but no more than 5 Rafflesian alumni. The Exco shall appoint a Treasurer who may also be a member of the Exco. An ORA Council member may be appointed by the ORA President as Advisor to the Exco.
- 2.2 The Exco shall be responsible for implementing the Policy and Code and ensuring adherence to the Policy and Code by the RBN community.
- 2.3 The Treasurer shall be responsible for the finances of RBN and shall keep proper records and prepare quarterly financial reports for the Exco.
- 2.4 All payments to be made by RBN shall be approved in writing and signed off by the Treasurer and one of the authorised Exco members, who will be determined by the Exco.

- 2.5 The Exco may amend the Policy and Code from time to time as it deems necessary to better serve the objective and interest of RBN and its community. Any amendment to the Policy and Code shall be submitted to the ORA President for his review and concurrence before being passed.
- 2.6 Each member of the Exco shall serve up to a term of 2 years from the date of appointment. An Exco member may serve subsequent terms of up to 2 years each if no other Rafflesian alumni volunteers and is approved by the Exco to replace the retiring Exco member.
- 2.7 A Rafflesian alumni may volunteer to serve as member of the Exco by writing to the Exco at least 1 month prior to the expiry of the 2-year term of an existing Exco member. The appointment of any new Exco members shall require the recommendation from the Exco to be submitted to the ORA President for his review and concurrence before being appointed.
- 2.8 Membership to the Exco is strictly on a voluntary and pro-bono basis. This shall always remain the case notwithstanding amendments, if any, to other parts of the Policy and Code.
- 2.9 Where an Exco member finds himself or herself in a conflict of interest position involving a decision to be made by the Exco, that Exco member must make a declaration to the Exco and recuse himself or herself from discussion or voting in that decision.
- 2.10 In the event that any conduct of RBN is deemed detrimental to the interest of ORA, RBN, the RBN community, the Rafflesian community or the Policy and Code in general, the ORA President may call for a meeting with the Exco, which the Exco shall respond to promptly. All parties shall in good faith address the issue and seek to resolve it swiftly and seamlessly.

3. Establishment of Working Committees and Pillars

- 3.1 A RBN Pillar is defined as a core interest group serving a specific purpose and/or group within the RBN community.
- 3.2 The existing approved RBN Pillars are RBN Mentoring (“RBM”), RBN Wellness (“RBW”) and RBN Business Ecosystem (“RBE”).
- 3.3 Any new RBN Pillar to be established must be approved by the Exco.
- 3.4 Each RBN Pillar shall be led by a Pillar Head appointed by the Exco.
- 3.5 Each Pillar Head shall serve up to a term of 2 years from the date of appointment. A Pillar Head may serve subsequent terms of up to 2 years if no other Rafflesian alumni volunteers and is approved by the Exco to replace the retiring Pillar Head.

- 3.6 To facilitate the effective management and execution of RBN objectives, Exco members and appointed Pillar Heads may establish working committees or sub-committees to assist in the administration and organization of activities of their respective Pillars.
- 3.7 Members of such committees must be Rafflesian alumni and serve on a voluntary, pro bono basis.
- 3.8 The appointment of such committee members must be reported to the Exco for record keeping purposes.
- 3.9 To ensure inclusivity and renewal, a Pillar Head must ensure that committee members within the pillar generally do not serve more than 2 years, providing opportunities for other Rafflesian alumni to serve.
- 3.10 All Pillar Heads and committee members are strictly bound by this Policy and Code. The appointing Exco member and/or Pillar Head shall be accountable for adherence to the Policy and Code by their respective team members.

4. Use of RBN Name and Social Media

- 4.1 The RBN name and logo must not be used in any manner including on social media without the prior approval of the Exco.
- 4.2 A member may post on social media a RBN event or activity he or she has attended provided such a post adheres to the Policy and Code. This also applies to a member who “likes”, “shares” and/or comments on such a post.
- 4.3 The Exco has the right and discretion to require the amendment, including removal of a social media post by any Rafflesian alumni that makes reference to the RBN, the RBN Community or any RBN event or activity.

5. Establishment of Overseas Chapters

- 5.1 Any establishment of new overseas chapter of RBN (“RBN Chapter”) must be approved by the Exco.
- 5.2 The existing approved RBN Chapters are RBN New York, RBN London and RBN Hong Kong.
- 5.3 Each RBN Chapter shall be led by a Chapter Head approved by the Exco.
- 5.4 All Chapter Heads are strictly bound by this Policy and Code. The Chapter Heads shall be accountable for adherence to the Policy and Code by their respective team members.

6. Organising of Events and Activities

- 6.1 Any flagship event, or event involving sponsorship, ticket sales, or external media coverage must be approved by the Exco.
- 6.2 Routine community engagement activities (e.g., industry mixers, coffee chats) may be approved by the respective Pillar Head or Chapter Head, provided they align with the Exco's standing guidelines.
- 6.3 Pillar and Chapter Heads must report all scheduled activities to the Exco for record-keeping and calendar coordination.
- 6.4 For events requiring Exco approval, the Exco shall assess the objectives, financial viability, potential reputational risks to ORA, RBN, the Raffles name, or Raffles schools where applicable, before granting approval.
- 6.5 For paid events held in Singapore, all ticketing and sponsorship monies must be directed to the ORA bank account, which holds the funds on behalf of RBN. The proposed fee structure and list of expenses must be approved by the Exco.
- 6.6 Overseas activities should primarily be conducted on a "Direct Vendor Settlement" basis (attendees pay the venue/restaurant directly). Any collection of funds by an Overseas Chapter requires specific prior authorization from the Exco and the Treasurer.
- 6.7 Any payment or commercial benefit related to an event to be made to a Rafflesian alumnus (e.g., as a speaker, vendor, or venue owner) must be fully disclosed to the Exco prior to approval.
- 6.8 The logos of RI, RGS, ORA, or RGS Alumnae must not be used in any event or activity collateral without the prior approval of the Exco and, where required, the respective institutions.
- 6.9 Informal social gatherings initiated by members (e.g., private drinks or sports) do not require Exco approval, provided they are not publicly marketed as official RBN events and no external funds are solicited in the name of RBN.

7. Code of Conduct (“Code”)

- 7.1 All members of the RBN community must not conduct themselves in any manner that will bring disrepute to the image and reputation of ORA, RBN as well as the Raffles name and heritage.

- 7.2 All members of the RBN community must treat with respect Rafflesian alumni who organize or volunteer at RBN events and activities.
- 7.3 The Exco has the right and discretion to prohibit any Rafflesian alumni from participating in any RBN event or activity for such periods as the Exco deems appropriate if such alumni is judged to have acted and/or behaved in a manner detrimental to the image and reputation of RBN and the Raffles name and heritage, or has caused harm to a fellow Rafflesian alumni, physically, reputationally or in any other manner.
- 7.4 Only members of the Exco, or Rafflesian alumni appointed by the Exco, are permitted to make official statements, representations or post RBN events and activities on behalf of the RBN. No member of the RBN community may do so without the approval of the Exco.
- 7.5 All members who participate in RBN events and activities must be aware of and accept the likelihood of photographs and/or video being taken of them during such events and activities that may be posted on social media by ORA, RBN or participants at such events or activities or used by ORA and RBN in their publicity campaigns.
- 7.6 All members who participate in RBN events and activities agree that they will not hold ORA, the Exco, organisers and volunteers responsible or liable for their personal belongings, health and safety while commuting to and from and attending such events and activities, and for the behaviour of other participants.
- 7.7 RBN is a platform for connection, trust and relationship building amongst Rafflesian alumni. Unsolicited, aggressive solicitation and mass marketing, including but not limited to spam activities are strictly prohibited. Members shall not harvest, copy or distribute personal contact details from other members obtained through RBN directories or event listings for the purpose of building or contributing to external marketing databases. The Exco reserves the right and discretion to suspend members who violate this commercial etiquette.

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Appendix A

RBN Executive Committee and Key Appointments

Effective Date: 16th March 2026

Status: Current

1. RBN Executive Committee (Exco)

Designation	Name	Contact Email	LinkedIn Profile	Start Date
Advisor (ORA)	Sek Chee Seng	RBN@Rafflesian.com	https://www.linkedin.com/in/shek-chee-seng-45438015/	16 th March 2026
Member	Kevin RH Lim	RBN@Rafflesian.com	https://www.linkedin.com/in/kevinlimsg/	16 th March 2026
Member	Tang Tee Sing	RBN@Rafflesian.com	https://www.linkedin.com/in/tee-sing-tang-46ba192/	16 th March 2026
Member	TBC	RBN@Rafflesian.com	TBC	TBC
Treasurer	Gow Hui Yian	RBN@Rafflesian.com	https://www.linkedin.com/in/hui-yian-gow/	16 th March 2026

2. Pillar and Cluster Leadership

Pillar / Cluster	Lead Name	Contact Email	Start Date
Business Ecosystem	Tang Tee Sing	RBN@Rafflesian.com	16 th March 2026
Mentorship	Kevin RH Lim	RBN@Rafflesian.com	16 th March 2026
Wellness	Gow Hui Yian	RBN@Rafflesian.com	16 th March 2026

3. Overseas Chapter Heads

Chapter Location	Chapter Head	Contact Email	Start Date
RBN New York	TBC	TBC	TBC
RBN Hong Kong	TBC	TBC	TBC

RBN London	TBC	TBC	TBC
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4. General Inquiries

For administrative matters, event proposals, or governance issues, please contact the general secretariat:

General Email: RBN@Rafflesian.com

NOTICE ON DATA PROTECTION:

In accordance with Clause 7.14 of the Code of Conduct, the contact details listed above are provided strictly for official RBN business and governance purposes. The harvesting of these details for unsolicited commercial solicitation, marketing databases, or mass distribution lists is strictly prohibited.