



Walk With Me

ANNUAL REPORT 2024

1 October 2023 to 30 September 2024



“My dear friends, let us love one another, since love is from God and everyone who loves is a child of God and knows God. Whoever fails to love does not know God, because God is love.”

1 John 4:7-8



Annual Report 2024

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About Caritas Singapore

Caritas Singapore is the official social and community arm of the Catholic Church in Singapore and a member of Caritas Internationalis, a global confederation of over 160 humanitarian organisations.

We are the umbrella body for over 20 Catholic charities and organisations whose work has touched the lives of many, regardless of race or religion. Through the work of Caritas Singapore and our social mission family, we seek to serve the poor, vulnerable, and marginalised in our community, such as families and children, youth-at-risk, the poor and elderly, persons living with medical conditions, persons with disabilities, migrants, and many more.

OUR VISION

To collaborate and provide leadership within the Catholic community in Singapore in fulfilling the Catholic Church's social mission, especially for the most vulnerable in society.

OUR MISSION

To be the visible sign of God's love for humanity demonstrated by Catholics living the principles and values of the Catholic Social Teaching (CST).

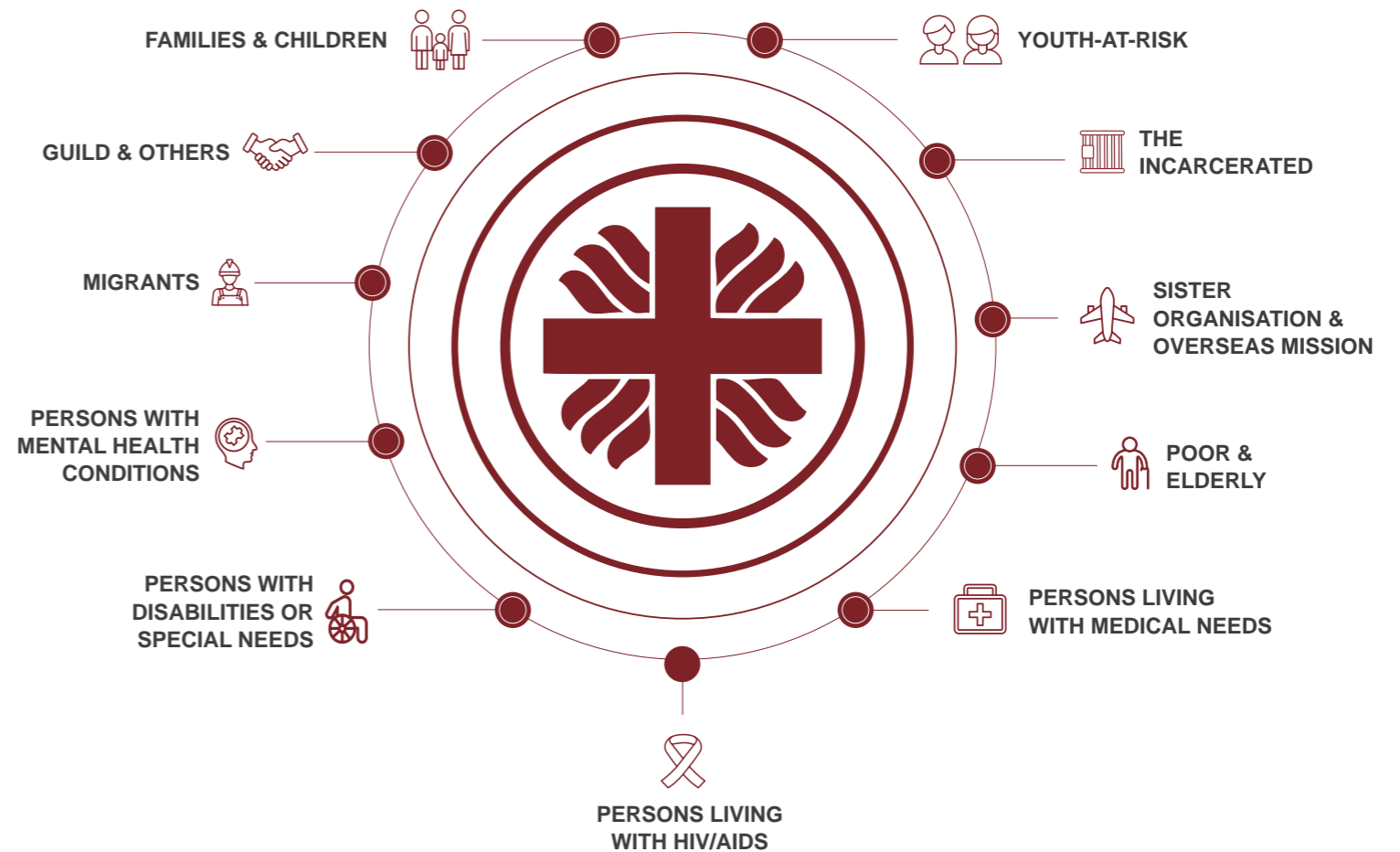


We are a member of Caritas Internationalis (CI) in Rome – a confederation of 162 members worldwide operating in 200 countries that coordinates emergency operations, formulates development policy, and advocates a better world for everyone. As the mission arm of the Church, Caritas reaches out to the poor, vulnerable, and marginalised, regardless of race or religion.



Caritas Asia's mission is to lead and build the capacities of Caritas organisations in Asia to address a range of programmatic issues from emergencies to advocacy for the most vulnerable communities. There are four Caritas Asia (CA) sub-regions: Central, East, South, and Southeast Asia (SEA). Caritas Singapore is in the SEA group together with teams from Cambodia, Indonesia (Karina KWI), Myanmar (KMSS), Malaysia, Philippines (NASSA), Thailand, Timor-Leste, and Vietnam.

CARITAS SINGAPORE FAMILY'S NETWORK OF CARE



FAMILIES & CHILDREN

Canossville Children & Community Services
Catholic Family Life (CFL)
Infant Jesus Homes and Children's Centres (IJHCC)
Marymount Centre
Montfort Care
Morning Star Community Services (MSCS)

GUILD & OTHERS

Catholic Architectural Guild (CAG)
Catholic Business Network (CBN)
Catholic Lawyers Guild (CLG)
Catholic Medical Guild of Singapore (CMG)
Catholic Nurses Guild (CNG)

MIGRANTS

Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI)

PERSONS WITH MENTAL HEALTH CONDITIONS

Clarity Singapore

PERSONS WITH DISABILITIES OR SPECIAL NEEDS

Abilities Beyond Limitations and Expectations (ABLE)
Mamre Oaks

PERSONS LIVING WITH HIV/AIDS

Catholic AIDS Response Effort (CARE)

PERSONS LIVING WITH MEDICAL NEEDS

Assisi Hospice
Mount Alvernia Hospital

POOR & ELDERLY

Catholic Welfare Services (CWS)
Montfort Care
Society of Saint Vincent de Paul (SSVP)

SISTER ORGANISATION & OVERSEAS MISSION

Caritas Humanitarian Aid & Relief Initiatives (Singapore) Ltd

THE INCARCERATED

Roman Catholic Prison Ministry (RCPM)

YOUTH-AT-RISK

Boys' Town
HopeHouse

Chairman's Message

Dear Friends,

As we reflect on 2024, we give thanks to God for filling us with the Holy Spirit and guiding us in all we do. Through shared commitment with member organisations of the Caritas Singapore Family, we strive to serve the poor and vulnerable, promote charity and justice, and care for creation - answering both the cry of the poor and the cry of the earth. This mission is a testament to the love that binds us together.

We lead, inspire and transform lives, and heal the earth through the collective strength of Caritas Singapore Family member organisations. By fostering collaboration, connectivity, and a sense of communion within this network of care, we deepen our impact in serving those in need. This unity was beautifully reinforced through recent events such as the Social Mission Conference in May, the inaugural Laudato Si' Mass celebrating our earthly home and reminding us of our continuous call to care for creation, and our first-ever Walk with Caritas Family in October. Witnessing the smiles, joy, and love on the faces of participants - young and old, with and without disabilities - was gratifying and inspirational. It is moments like these that remind us of the true essence of Caritas: love in action.

While the world speaks extensively about "sustainability" as if it were a new concept, we know that the Church's teachings have long embodied the foundational pillars of sustainability: care for the environment, promotion of social equality and fairness, and championing ethical governance. These principles, known today as ESG (Environmental, Social, and Governance), are deeply rooted in our faith and brought to life through our work. Inspired by the teachings of our Holy Father in *Laudato Si'* and *Fratelli tutti*, we seek to deepen our engagement with member organisations of the Caritas Singapore Family to further promote these vital principles.

We are also proud to announce that for the second year running, Caritas Singapore is a recipient of MCCY's Charity Transparency Award (2024). Caritas Singapore also achieved our Cyber Essentials Mark certification from the Cybersecurity Singapore Agency in September 2024, underscoring our commitment to robust cybersecurity standards. Concurrently, we are progressing towards attaining the Data Protection Trust Mark certification from IMDA as we continue to embrace best governance practices.

We extend our deepest gratitude to the Caritas staff and management for their tireless dedication, and to our Board of Directors and Trustees for their invaluable engagement and guidance. Your steadfast commitment ensures that we remain a beacon of hope and love for those we serve.

As we move forward, let us remember the essence of Caritas: LOVE. Love is the only universal language that transcends all boundaries and unites humanity. Truly, "Ubi caritas et amor, Deus ibi est" - where there is charity and love, God is there.

May we continue to seek God's grace and guidance, walking hand in hand to inspire, nurture, and guide the Caritas Family, serving as vessels of His boundless love.

With warmest blessings,
AGNES LIEW | Chairman

*“As we move forward,
let us remember the
essence of Caritas: LOVE.
Love is the only universal
language that transcends all
boundaries and unites humanity.
Truly, “Ubi caritas et amor,
Deus ibi est” -
where there is charity and love,
God is there.”*



Impact of the Caritas Singapore Family



More than
415

individuals outreached to and educated on Care for Creation



36

participants took part in a workshop organised to deepen their understanding of the Theory of Change



374

seniors embarked on lifelong learning through Learning Lab



11,800

migrant workers engaged with through outreach efforts



More than
3,272
people impacted through
Caritas Singapore
initiatives

Over
500

individuals engaged and educated on the principles of Catholic Social Teaching



175

students and seniors participated in Back-to-School programme to foster intergenerational relationships



1,358

youths engaged in adventure-based interventions and therapy programmes



In FY2024,
Caritas Singapore disbursed
\$9,709,343*

to support over 68 programmes, supporting the Caritas Singapore Family in delivering a range of initiatives, including the following:

Over
15,851

mental health, family therapy support sessions provided



More than
320

participants advocated for the causes of poverty and climate change at the Social Mission Conference



4,335

More than engagements with seniors in weekly Share a Pot sessions, fostering community connections to promote physical and mental health



60

families received evening child care to support parents with work or family challenges



1,035

rehabilitation sessions conducted for individuals with acquired neurological and physical disabilities



1,600

participants walking in solidarity as one Caritas Family at the inaugural Walkathon event



126

attendees participated in Leader Council Meetings, driving strategic leadership and deepening collaboration



300

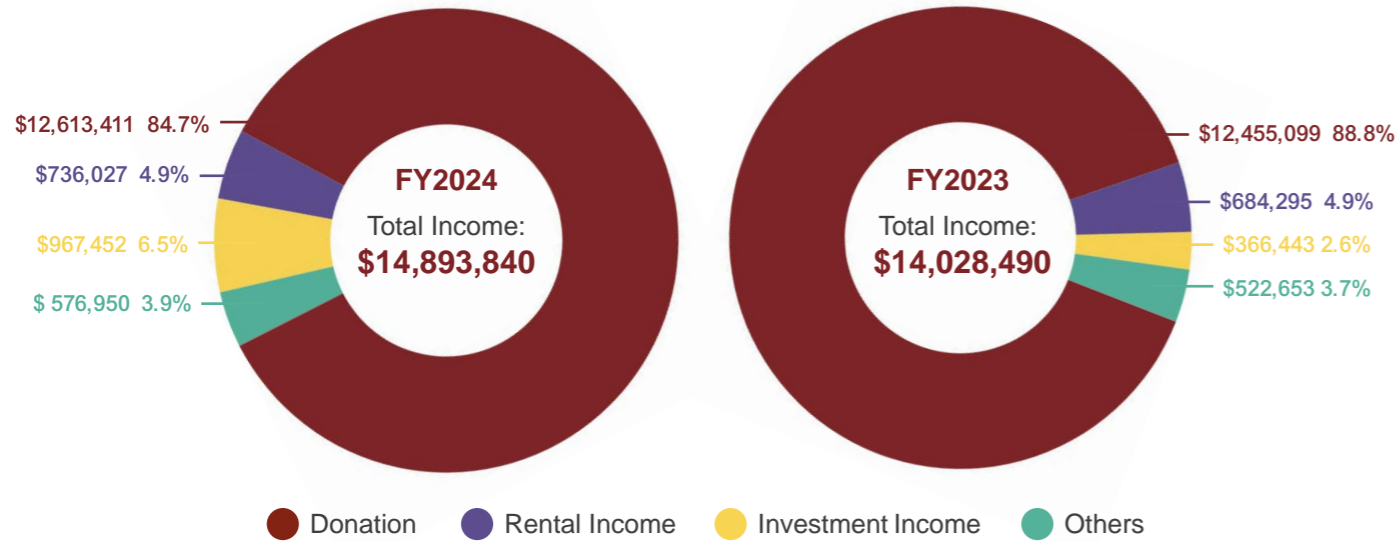
pro bono legal sessions provided for those in need



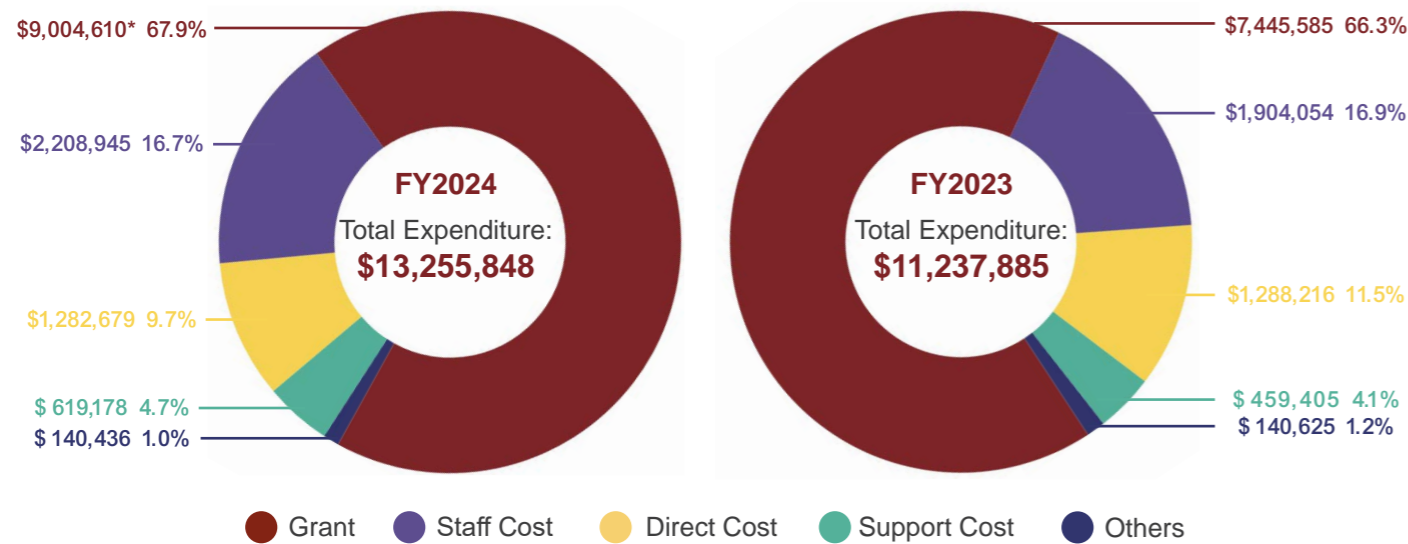
*\$9,709,343 reflects the full amount disbursed as grants. Please refer to page 11 for a breakdown.

Financial Highlights

Income



Expenditure



* Reflects the net grants expenditure, after accounting for grants returned. See next page for full breakdown of grants.

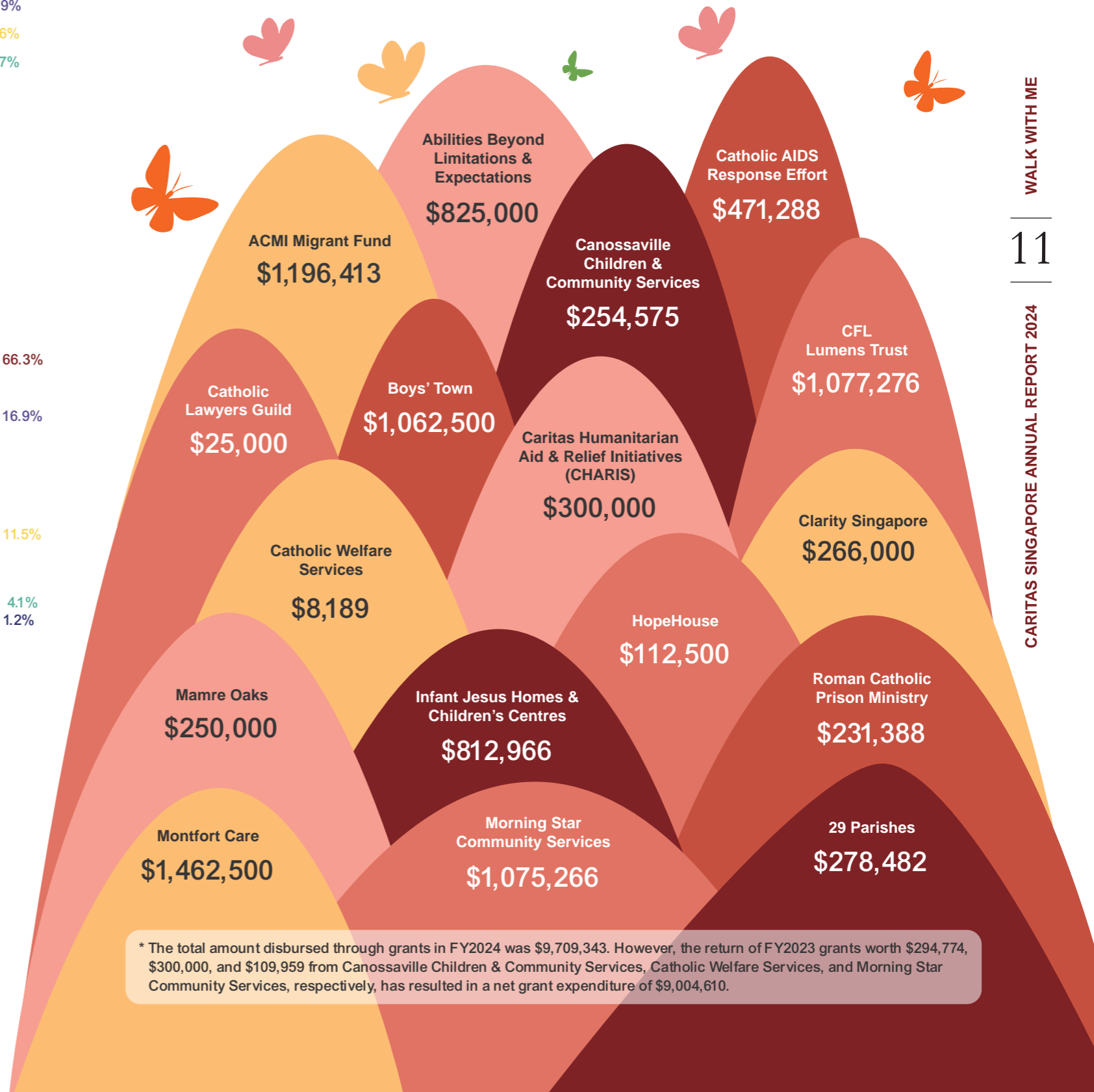
Net Income



Grants Disbursed to Member Organisations

Caritas Singapore conducts evaluations of grant applications made by our member organisations and parishes. The evaluations ensure that grants are allocated to social service programmes that are efficient and effective in addressing a need or service gap, benefitting all regardless of race or religion.

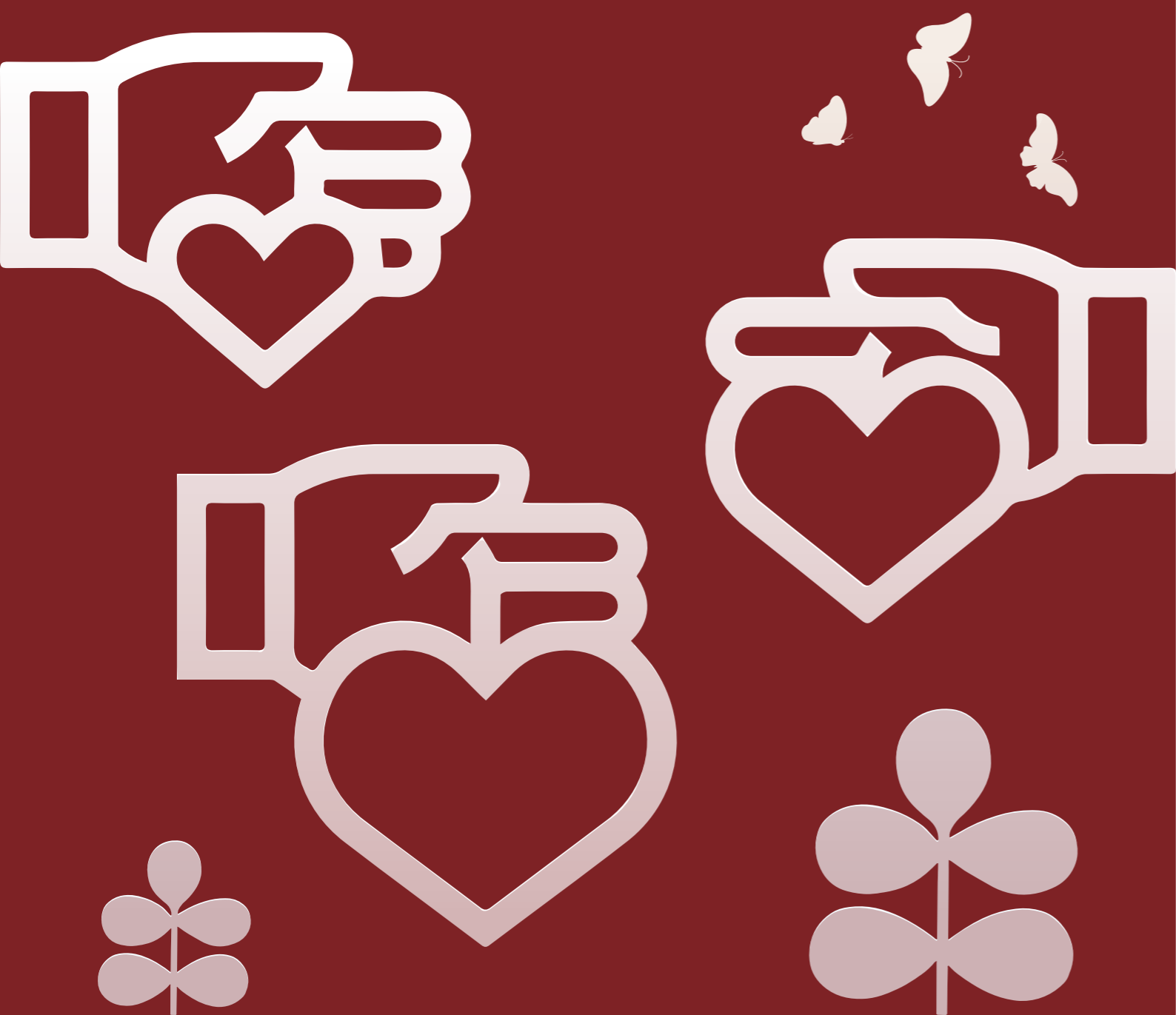
Total Grants Disbursed: \$9,709,343*



* The total amount disbursed through grants in FY2024 was \$9,709,343. However, the return of FY2023 grants worth \$294,774, \$300,000, and \$109,959 from Canossaville Children & Community Services, Catholic Welfare Services, and Morning Star Community Services, respectively, has resulted in a net grant expenditure of \$9,004,610.

Programmes & Activities

Fundraising



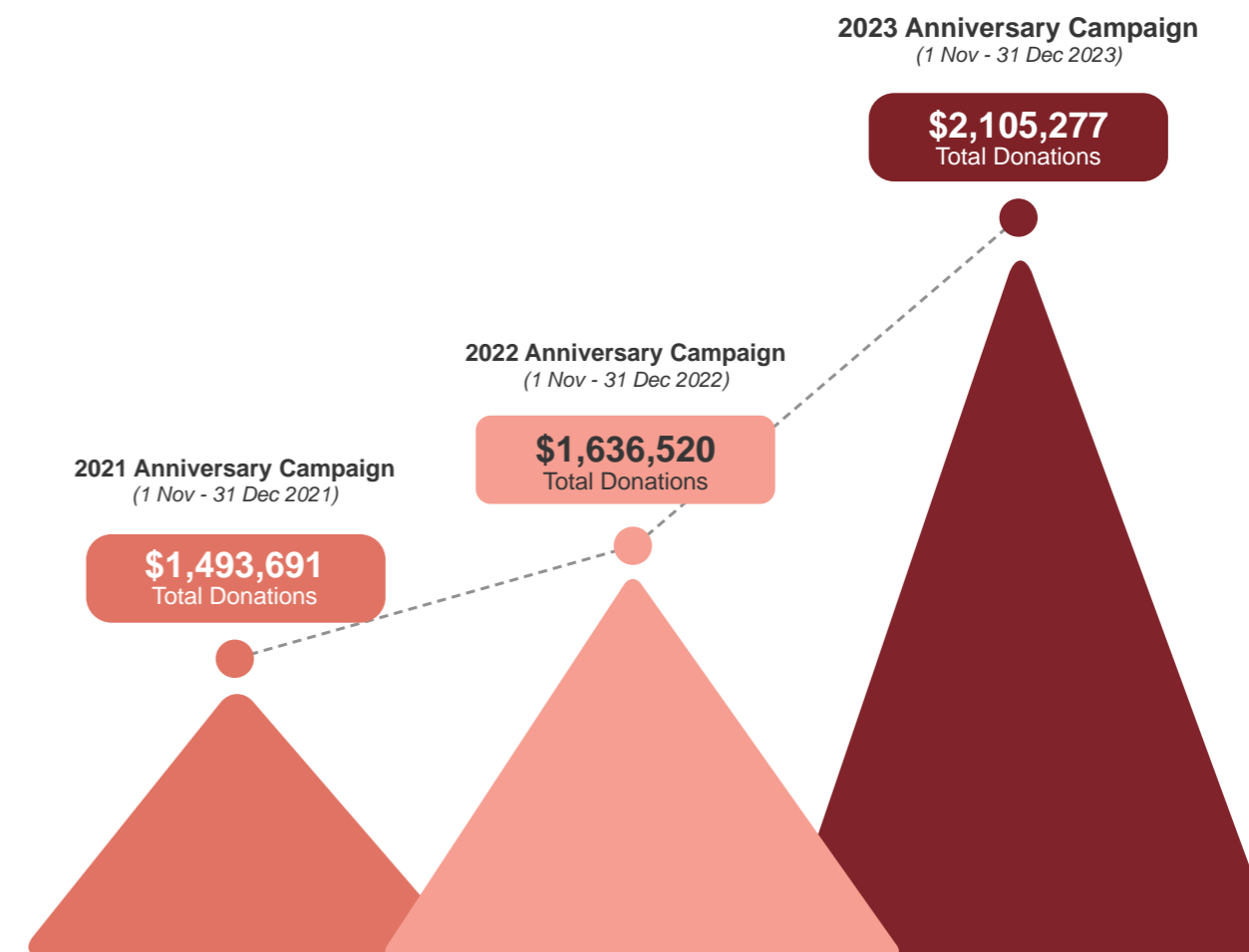
Anniversary Campaign 2023

Every year, commencing in November, and ending in December, Caritas Singapore celebrates our Anniversary with a digital campaign raising awareness of our network of care through our family of over 20 charities and organisations.

The Anniversary celebrations are a point to highlight the expertise and capabilities built up through the Caritas network of care in tending to the needs of those who need help in our society. Each Anniversary that is celebrated is a key reminder to Caritas of the importance of continuing to strengthen the level of care rendered raising more resources as societal needs evolve and become more complex.

We are extremely thankful for the community's unwavering support, that saw over \$2.1m raised for our 17th Anniversary, a 28.6% increase from the previous year.

As Caritas Singapore mobilises the community through our Anniversary celebration for the marginalised populations in Singapore regardless of race or religion, we also continue to highlight our focus on strengthening capabilities as a network of charities to serve the underserved.



Charities Week 2024

24 February 2024 – 5 May 2024

Caritas Singapore launched our annual Charities Week fundraiser at the start of Lent. During the liturgical season of Lent, the faithful are encouraged to share the love of Christ by coming together to help those in need and serve as beacons of light for those in hardship.

The Charities Week 2024 campaign was themed “Walk with Me”, focusing on uplifting and journeying with those in need. Over 10 weeks, from 24 February to 5 May 2024, we shared heartwarming stories from our member organisations, raising awareness for their social causes and the good work that they do. We are extremely grateful to have raised a record-high of over \$7.5m.

This year, we remained dedicated in our outreach efforts, which included religious appeals to churches, and involving Catholic schools to assist with our fundraising. Video testimonials from our member organisations were shared at Mass and with a post on social media, and print ads were released on Catholic News. Staff and beneficiaries from member organisations were also featured on Catholic.sg Radio, showcasing our impact on the community.

Additionally, we introduced new initiatives such as additional donation channels including credit card and PayNow, increasing accessibility and contributing significantly to our increase in donations. Donation boxes were placed at schools and “take-one” stands were placed at parishes to distribute donation envelopes.

Parish roadshows were also conducted at St. Anne’s Church and Church of St. Alphonsus (Novena Church), where staff from member organisations shared about their programmes and activities after Mass. This allowed people to interact with and learn about the work of the various charities within the Caritas Family.

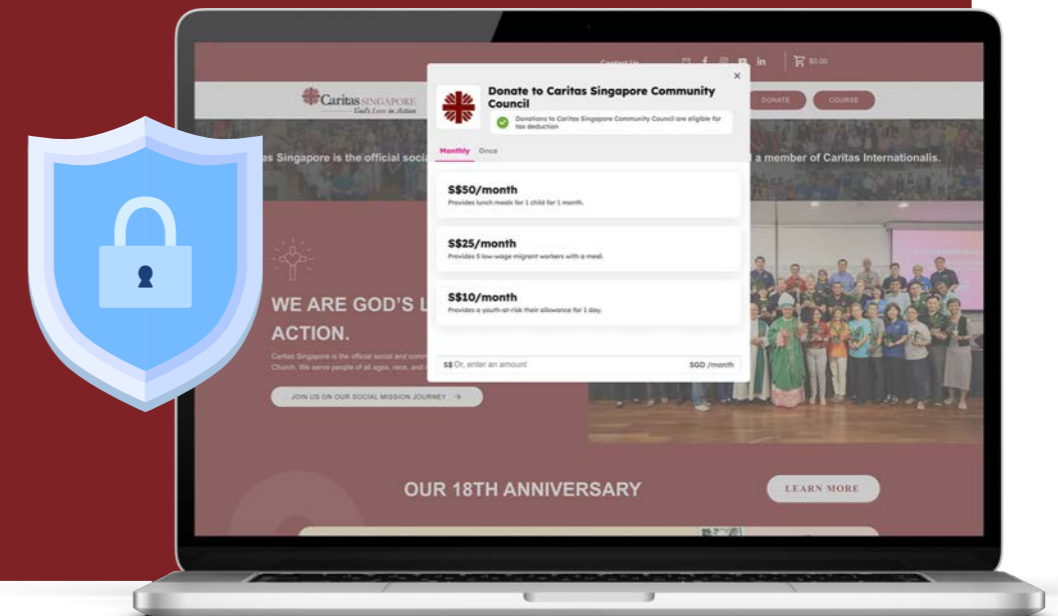


Fundraising

Making Giving Easier for All

In 2023, we enhanced the Caritas Singapore website to simplify and streamline the donation process, introducing new payment gateways—Stripe and HitPay—on 29 October. These channels, which are recognised for their industry-standard cybersecurity, ensure secure giving. Having more payment gateways also provides donors with more convenient and accessible ways to contribute, supporting our mission of encouraging generosity across all communities.

To further ensure the integrity of our donation platforms, we introduced a series of Standard Operating Procedures (SOPs) and policies in the same month. These measures align with the efforts of the government and the Commissioner of Charities to safeguard against money laundering, ensuring that our platforms remain secure, reliable, and trustworthy.



Programmes & Activities

Community & Outreach



Parish Engagement

Christmas Evangelisation: Sharing the Gift of Love 2023

10 December 2023

Caritas Agape Village

**80 Archdiocesan Commission
for Apostolate of Mandarin-
Speaking members**

On 10 December 2023, we engaged over 80 Archdiocesan Commission for Apostolate of Mandarin-Speaking members, catechumens and neophytes at Caritas Agape Village. After an introductory sharing in Mandarin about our social mission efforts, they were invited to learn more about Catholic Social Teaching from our Caritas booth.

Holy Cross Rite of Christian Initiation of Adults (RCIA) Session

On 27 July 2024, a session was conducted at Caritas Agape Village with 25 RCIA sponsors and catechumens. Attendees practised empathy in considering everyday challenges faced by the poor and were enlightened on the social mission efforts and contributions of member organisations in the Caritas Singapore family. They also reflected on the need to take action and were encouraged to deepen their faith and join these efforts.

27 July 2024

Caritas Agape Village

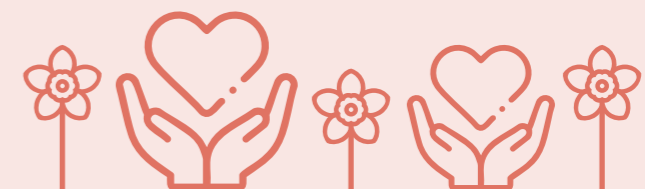
**25 RCIA sponsors and
catechumens**

Parish Roadshows

As part of Charities Week 2024, parish roadshows were organised at the Church of St. Alphonsus (Novena Church) and St. Anne's Church on 27 and 28 April 2024. Participating member organisations included Catholic AIDS Response Effort, Clarity Singapore, Boys' Town and Infant Jesus Homes and Children's Centres.

27 April 2024 & 28 April 2024

Caritas Agape Village



The roadshows showcased the impact of Caritas Singapore and our member organisations, inspiring attendees as volunteers related their first-hand experiences of serving various marginalised communities. Additionally, the roadshows also served as a platform to promote the Social Mission Conference.

Church of St. Alphonsus (Novena Church)



St Anne's Church



School Engagement

St. Patrick's School

On 16 February and 12 July 2024, we engaged the students of St. Patrick's School. During the first session, students honed their empathy in discussing the difficulties faced by the poor in Singapore and were introduced to the social mission efforts of the Catholic Church. They reflected on the importance of being more loving and compassionate to those in need.

16 February and 12 July 2024
Caritas Agape Village

**110 participants from
 St. Patrick's School**

In the follow-up session, about 80 students accompanied by their Principal, Mr Mark Minjoot, teachers, and parent-volunteers, visited Caritas Agape Village. Apart from gaining deeper insights about the social mission of Caritas Singapore, they explored services offered by various organisations within Caritas Agape Village as potential avenues for volunteering under their school's 'Love-in-Action' programme.

Hai Sing Catholic School – Learning Journey

23 February 2024
Caritas Agape Village

**37 participants from
 Hai Sing Catholic School**

On 23 February 2024, we hosted students and teachers from Hai Sing Catholic School at Caritas Agape Village, who participated in an activity to better understand the plight of low-income families. They also came to appreciate the reasons behind our social mission efforts, toured Caritas Agape Village, and interacted with member organisations' staff and beneficiaries.

Catholic Junior College – Learning Journey

In conjunction with Catholic Junior College's (CJC) project work focus of 'social impact', we organised a workshop for students to learn more about Singapore's social service sector, our social mission, and the facilities and services offered by the Caritas Singapore family to guide students in designing projects for social good.

23 February 2024
Caritas Agape Village



During a tour of Caritas Agape Village, Michelle Choh from the Society of St. Vincent de Paul Singapore (SSVP) also shared about SSVP's work with the students. The college further established partnerships with a few of our member organisations to explore volunteering and internship opportunities for students.

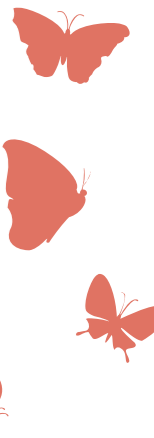
Catholic Junior College – Mid-Year Staff Conference

We were privileged to be a part of CJC's mid-year staff conference on 19 June 2024 at HomeTeamNS Khatib. We led the staff in reflecting on their understanding of their college's mission, vision and values, and how they are guided by CST principles such as dignity of the human person, common good and solidarity.

19 June 2024
HomeTeamNS Khatib

**About 150 staff members
from Catholic Junior College**

The staff had a meaningful time discussing the application of these principles in their lives and affirming their shared goals, before the segment closed with a blessing by their chaplain Rev Fr Justin Yip.



St. Joseph's Institution (Independent) – Values In Action Scubilion Fair 2024

Alongside 11 other non-profit organisations, Caritas Singapore was invited to be part of the St. Joseph's Institution (SJI) Values in Action (VIA) Scubilion Fair 2024 on 2 April 2024.

2 April 2024
SJI Foyer



The event helped students to deepen their awareness of social issues, understand existing efforts to aid those in need, and be inspired to contribute to society. We were grateful for the chance to share about our organisation and engage students at our booth, offering over 15 volunteering opportunities from the Caritas Singapore family.

Back to School Programme

Between July and August 2024, Caritas Singapore launched the inaugural Back to School Programme, encompassing 6 interactive sessions held in collaboration with Holy Innocents' High School. Over 110 student volunteers conducted a variety of classes for over 60 senior participants, providing them with a meaningful and enriching learning experience.

Between July 2024 and August 2024

170 participants engaged in intergenerational bonding

These sessions covered a range of topics including cyber safety, fitness routines, and creative expression through arts and crafts, among others. The initiative fostered mutual understanding between the seniors and students, facilitating the rich exchange of insights and perspectives, and highlighted the importance of community, respect and shared wisdom.

Community Engagement

Share a Pot

Share a Pot (SAP) champions 4Bs: Bones, Brawn, Brains, and Bonds, through fitness exercises, nutritious soup, cognitively stimulating activities, and meaningful interactions between SAP seniors, volunteers, and staff. Through SAP, the community uplifts seniors living in Toa Payoh by alleviating loneliness, and reducing isolation and frailty.

Most Wednesdays
Caritas Agape Village

Over 100 seniors engaged every week

The programme is fully run by volunteers, and is a heartwarming experience focused on human connections. This year, over 50 volunteers conducted almost 40 sessions for over 100 participants weekly. Activities included nostalgic games, fitness programmes, intergenerational interactions, and of course, delicious pots of soup!

We would like to express our appreciation to all our volunteers and partnering organisations, including Toppan Ecquaria, Din Tai Fung, and Singapore Chinese Girls' School for bringing cheer to our seniors through SAP in the past year!

Bird Paradise Outing

We were delighted to organise an outing for the SAP family to Bird Paradise! Many attendees were thrilled to experience the park for the first time and conveyed their heartfelt thanks to everyone who made the trip possible.

21 August 2024
Bird Paradise

190 Share a Pot attendees

Caritas Internationalis Engagement - Caritas Malaysia & Myanmar

Caritas Malaysia (Diocese of Malacca Johore) and Archdiocesan Office for Human Development (Archdiocese of Kuala Lumpur)

As part of their learning trip, 14 members of the Archdiocesan Office for Human Development (Archdiocese of Kuala Lumpur) and Caritas Malaysia (Diocese of Malacca Johore) joined us at Caritas Agape Village on 26 February 2024.

This was the second time such a trip was organised for their staff and members. During the visit, we shared about the work of our Caritas Singapore family, the range of services offered, and Caritas Agape Village's concept as a one-stop integrated social service hub. We were joined by the staff of Catholic Welfare Services (CWS) and the Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI), who discussed their outreach efforts for rough sleepers and the homeless, and migrant communities, respectively. Our guests were also given more information on our resident member organisations while touring Caritas Agape Village.

The eventful morning ended with a celebration of Mass by Rev Fr Jerome Leon, SJ.

26 February 2024

Caritas Agape Village

14 members of the Archdiocesan Office for Human Development (Archdiocese of Kuala Lumpur) and Caritas Malaysia (Diocese of Malacca Johore)

Caritas Myanmar

On 27 August 2024, Executive Director Dr Richard Win Tun Kyi and Rev Fr Noel Naw from Caritas Myanmar visited Caritas Agape Village to learn more about the Caritas Singapore family and Caritas Agape Village. They also learned about how our member organisations collaborate with each other through their projects to serve the community. They witnessed staff and volunteers in action, and were introduced to the services available for those in need and the urban farming system within the building.



Volunteer Spotlight

The work we do would not be possible without our dedicated volunteers. Our friendly and generous volunteers contribute their time and energy to making each day brighter for our beneficiaries. Look at them in action!



Charities Week (CW)

The CW counting team works diligently throughout the campaign.



Share a Pot

1

What a feat! These 650 meatballs were handmade by our kitchen team for a Share a Pot session.

3

To support Care for Creation efforts, our volunteers bring their own cutlery for formation sessions.

2

Share a Pot volunteers from different teams wash and dry spoons and bowls to prepare for subsequent gatherings.

4

We had the wonderful support of Toppan Ecquaria, who did their Corporate Social Responsibility initiative on 11 October 2023. The team set up nostalgic game stations like five stones for our seniors, enabling them to relive happy childhood memories.



Din Tai Fung

Din Tai Fung came back this year with mooncake donations in-kind! It was smiles all around as 120 boxes were distributed in celebration of the Mid-Autumn Festival.





Singapore Chinese Girls' School

We were glad to have Singapore Chinese Girls' School return on 6 March 2024 for their Values in Action project with Share a Pot. The students put on unforgettable music and dance performances, playing instruments like the saxophone, guitar and piano specially for the crowd.



Bird Paradise

On 21 August 2024, the SAP family had a delightful outing to Bird Paradise! Many attendees were thrilled to experience the park for the first time and conveyed their heartfelt thanks to everyone who made the trip possible.



Rooftop Garden Volunteers

We revamped the rooftop garden with the help of Edible Garden City and our volunteers to grow delicious vegetables for the community.



What a plentiful harvest thanks to the dedication of our rooftop garden volunteers! Besides sweet potato leaves and brinjals, they even grew pumpkins that were used to make soup for SAP.



Social Mission Conference

Say saranghae! We thank our volunteers for serving alongside us to ensure a seamless registration experience for participants.



Volunteer Appreciation Event

In gratefulness of our volunteers' commitment, we held our annual volunteer appreciation event during Christmas time. There were games, carolling performances by Montfort Care's Young At Hearts! (YAH!) choir, and a long service awards presentation ceremony. The volunteers also did some reflection, and decorated tealight candle holders with phrases that represented what they wished to bring to others through their service.





Walk with Caritas Family

On 5 October 2024, Caritas Singapore organised the inaugural Walk with Caritas Family to uplift lives and support those in need. 13 member organisations from the Caritas Singapore Family (Abilities Beyond Limitations and Expectations (ABLE), Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI), Boys' Town, Canossaville Children & Community Services, Catholic Business Network, Catholic Family Life, Catholic Lawyers Guild, Catholic Welfare Services, Clarity Singapore, Infant Jesus Homes & Children's Centres (IJHCC), Mamre Oaks, Morning Star Community Services, and Society of St Vincent de Paul) came together as participating organisations to set up booths and co-fundraise for the important work of helping our vulnerable sisters and brothers. Participants and beneficiaries of all ages and from all walks of life came to walk in solidarity.

Over \$145,000 was raised through online donations and peer-to-peer fundraising by individuals, with 100% of donations channelled to participants' chosen organisation sans a small contribution to cover event costs. 3 other organisations, Caritas Humanitarian Aid & Relief Initiatives Singapore (CHARIS), Montfort Care, and Mount Alvernia Hospital also joined the walk in unity.



More than 1,600 people took part in the 5km walkathon at Ficus Green, Bishan-Ang Mo Kio Park which aimed to raise awareness of the Caritas Singapore Family and the extensive network of care that we provide as a collective of charities and social mission organisations. Guest-of-Honour Mr Lim Boon Heng flagged off the walk with 7 beneficiaries from ABLE, ACMI, Boys' Town, Clarity Singapore, Canossaville and Mamre Oaks.

Interactive booths showcasing the work of the charities under the Caritas Singapore Family drew interest from participants wanting to know more about the direct services of these charities which included mental wellness, aid for migrants, and programmes for persons with special needs, among others.

Other highlights included a spectacular performance by local artiste Sky Shen, a singer-songwriter who has muscular dystrophy. Our event host, Anthony John, also led Zumba dance sessions to promote active living and physical fitness among participants.

Volunteer Journeys



Sister Priscilla Ahin
SAP volunteer

My volunteering days began about 6 years ago. I first took part in SAP as a participant, where I really enjoyed the positive energy and interactions that took place. Being an introvert by nature, I was excited but apprehensive when I first started volunteering. I continued in both roles, until Covid-19 hit and we had to transition to Zoom.

As a volunteer, I mainly helped with welcoming and registering newcomers and making sure everyone was safe during the sessions. I had difficulties communicating with the Chinese-speaking seniors since I could not speak in dialect, but I was glad that the other volunteers assisted me. Seeing the enthusiasm, smiles, applause and receiving affirmation from interacting with the volunteers and seniors forms my most memorable experience. This empowered me to join the Fun and Fitness Team and to participate in other activities like singing and acting.

Through the SAP sessions, I experienced and enjoyed the seniors' energy and vitality and have not regretted taking the leap of faith to volunteer!



Mandy Anne Yeo
SAP and rooftop garden volunteer

I have been serving in RCIA since my baptism in 2008. My first volunteering experience was with the Asian Women's Welfare Association (AWWA) Dementia Centre in 2021, at the suggestion of my husband who was already volunteering at ASSISI and SAP. Having recently retired, I wanted to impart to others that life could be spent meaningfully even after retirement.

Initially, I was apprehensive about spending time with dementia patients because I had not interacted with them before, and I prayed about it. By God's grace, I was able to have many heartwarming conversations with the patients and learned to develop patience.

In October 2022, I also began helping at SAP and Rooftop@AV, where I was pleasantly surprised by the energy and enthusiasm of the participants. Although gardening was never my forte, I kept an open mind and immersed myself in the eco-friendly Laudato Si' concept. The ultimate joy was when we were rewarded with the literal fruits of our labour, having multiple successful harvests. Our pumpkins were even used in the SAP soup, and the participants' appreciation really kept us going despite the hard work!

More recently, I started volunteering at the Catholic Foundation in June 2024, allowing me to meet with the staff of various churches. I also embarked on my first Night Mission, where I provided a listening ear to rough sleepers.

Often, we procrastinate when asked to volunteer, unsure if we have the time or expertise. My humble suggestion is to just do it – everyone has something that they can contribute. Most importantly, pray about it, have faith, and let God take the lead. In time to come, I hope that volunteering will become as infectious for you as it was for my husband and I!

Programmes & Activities Formation



Camino de Singapore

Camino de Singapore is a monthly reflection on local social issues, especially those that concern vulnerable persons and groups, through the lens of Catholic Social Teaching. We are all companions on the journey to God in Singapore – like pilgrims on the roads of Camino de Santiago.

Every reflection piece is sent out to almost 1,000 subscribers and also posted on our social media platforms. Themes explored included poverty, inequality, aiding the elderly, access to technology, and more. Through Camino de Singapore, we encourage Catholics to think about social issues with faith and participate in building a more loving society.



Catholic Social Teaching for Parish Community – Church of St. Francis Xavier

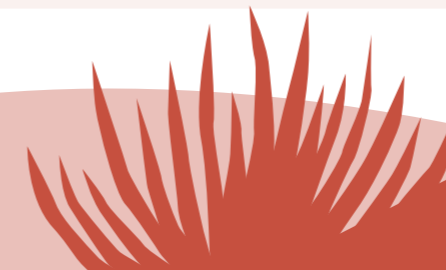
As an ongoing attempt to engage parishes, Caritas Singapore Formation Committee's Anthony Soo conducted talks on Spirituality of Work, which is part of the wider social teaching tradition of the Church, on 29 October and 5 November 2024.

Young adult participants were introduced to key principles on how the Church views work and its significance for a person's development. This was a follow-up to an earlier Review of Life workshop conducted on 30 April 2023 for a smaller group of 10 young adults to help them discern how faith can be applied to daily life.



Catholic Social Teaching Course – Versatile Tools

Twice a year, Caritas Singapore organises a Catholic Social Teaching course with Rev Fr David Garcia, OP, as the lecturer. This fiscal year, the 5-week course took place from 2 November 2023 and 11 July 2024 with more than 30 participants. This course encourages Catholics to think about CST and key themes that included work and financial matters. Moving forward, the course will adopt a more modular approach to make it easier for participants to join the course at any point.



Review of Life Workshop

To help Catholics apply faith to daily life and social issues, Caritas Singapore offers a Review of Life workshop a few times annually to the public and interested communities. In each workshop, participants learn from Goh Han Sern, a member of the Formation Committee, on using the See-Judge-Act method to dive deeper into issues or concerns in a person-centric way, evaluate from a faith perspective, especially through the lens of CST, and consider concrete actions that can be taken. The latest sessions took place on 29 June and 13 July 2024.

Furthermore, the flexibility of the method means that it can also be used for making strategies and plans. This inspired Anthony Soo, a member of the Formation Committee, to facilitate a Review of Life session on 27 July 2024 for the Care for Creation Committee. This useful tool enabled the committee to examine root issues and evaluate how to effectively promote care for our common home among Catholics in Singapore.

In future, the method will be offered to more parish communities to empower them to better live their faith through everyday situations.



My Personal Compass

My Personal Compass is an annual course in Catholic moral theology by Fr David Garcia, OP. In 2024, as part of Caritas Singapore's ongoing efforts to read the signs of the times and make the Church's teachings more accessible to Catholics, the course was condensed to a 10-week course, taking place from 18 January to 21 March 2024.

Over 80 participants were introduced to basic principles in making moral decisions and the Catholic tradition of virtue ethics. The positive and encouraging response encourages future iterations of the course to be offered in similar formats that are more accommodating to attendees with tighter schedules.



Building the Kingdom for Caritas Family

Having gone on a hiatus since Covid-19, Caritas Singapore resumed the Building the Kingdom programme for member organisations. With Catholic Social Teaching (CST) as the guiding light of the Church's social mission, this programme allows Caritas Singapore to promote CST to the staff of member organisations.

Clarity Singapore was Caritas' first collaborator this year. On 22 March and 23 August 2024, Clarity's staff gathered to attend Fr David Garcia's talks on key themes of CST. They were given the opportunity to engage in discussions facilitated by the Formation Committee members on what they learned and how they can be applied in the work environment.

Caritas Singapore looks forward to offering more Building the Kingdom sessions to member organisations.





Live the Gospel in the World Retreat (Catholic Social Teaching Retreat)

The annual Live the Gospel in the World retreat was offered to the public on 2 and 3 March 2024, along with a follow-up session on 9 March 2024.

The retreat aimed to help Catholics live their faith. Participants reflected on Fr David Garcia's inputs in prayer and shared how they could integrate life and faith better. Thought-provoking activities and good food were aplenty! Moving forward, there are plans to offer this retreat to parishioners in the comfort of their own parish facilities.



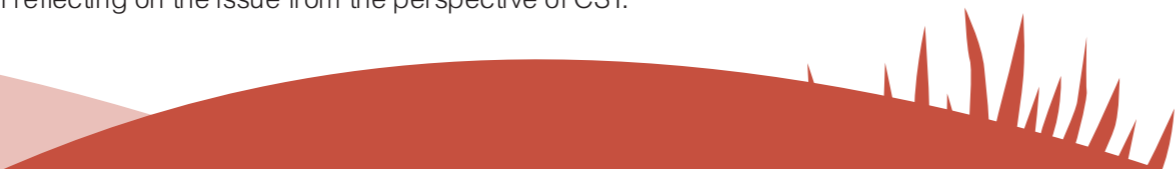
Programmes & Activities Care for Creation (Laudato Si')

The Catholic Church observes 2 key periods dedicated to environmental stewardship: Laudato Si' Week (last week of May) and the Season of Creation (1 September to 4 October), culminating in the Feast of St. Francis of Assisi. With the need for continuous commitment in all our actions, Care for Creation (C4C) has focused on integrating *Laudato Si'* principles into our regular activities, events, and interactions with beneficiaries, parishes, and member organisations throughout 2024.



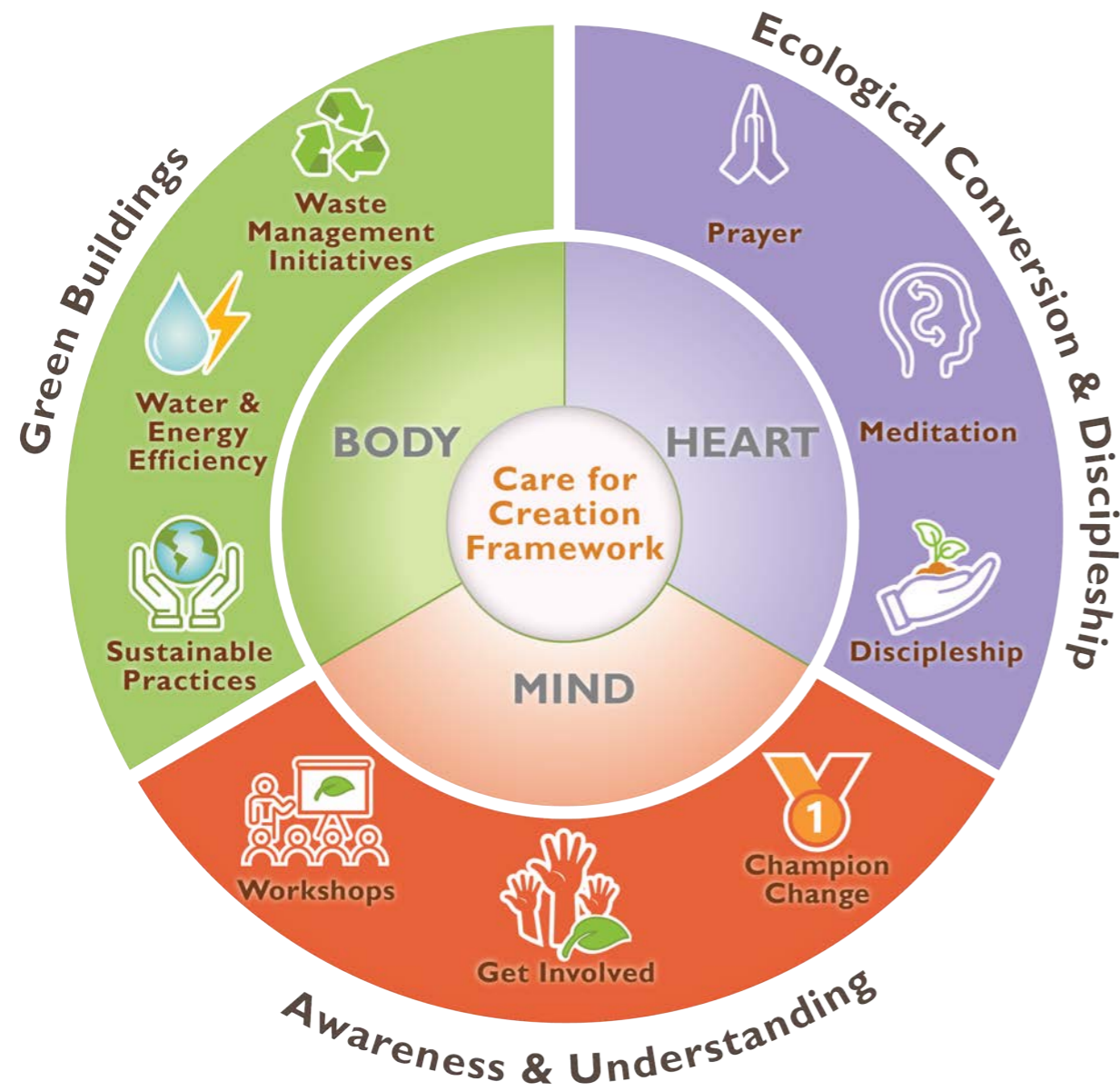
#CSTBites

As part of efforts to embed Catholic Social Teaching (CST) throughout Caritas Singapore's culture and structure, staff and board meetings in 2024 included a session on CST. Each session included a presentation on a contemporary social issue in Singapore. They then discussed relevant CST themes or principles and applied them in reflecting on the issue from the perspective of CST.



Care for Creation Framework: Body, Mind, Heart

The C4C Framework was developed to provide a structured approach to helping parishes, Catholic organisations, and schools partake in sustainable efforts. This framework was presented during the Presbyterium meeting held on 8 February 2024 and subsequently shared across key Caritas events such as the Laudato Si' Mass, Social Mission Conference, and other engagement meetings.



The C4C Framework is divided into 3 interconnected components: Body, Mind, and Heart. They emphasise practical measures, developing awareness and understanding through educational programmes, and nurturing a constant connection with God respectively.

Programmes & Activities

Laudato Si' in Bloom Gardening Competition

Caritas C4C held the Bloom Gardening Competition from January to May 2024 to deepen connections with nature and sustainability awareness, and to inspire positive action. Teams from 2 parishes and 9 schools nurtured their gardens, promoted environmental stewardship and created beautiful green spaces.



Laudato Si' Mass

During Laudato Si' week, Cardinal William Goh led the celebration of the inaugural Archdiocesan Mass at Church of St. Bernadette, attended by over 200 participants from almost 70 organisations. Nearly 60 leaders from our parishes, Catholic schools and charity organisations came together, bringing offerings and reusable items to symbolise commitment to caring for our common home.



The Social Mission Conference (SMC) 2024: Dignity of Life, Care for All

In May 2024, we held our full-day Social Mission Conference at Catholic Junior College to raise awareness on key social and environmental issues. Over 300 participants, including over 30 representatives and speakers, and facilitators from 18 member organisations attended the event. Dr Christiana Zenner from Fordham University presented the teachings of *Laudato Si'* to attendees, while representatives from our member organisations presented about caring for the marginalised, elderly, mental health and the youth, and for the environment. Afterwards, a discussion on caring for the environment in parishes and organisations was led by a leader from St. Ignatius Green ministry, members from the Caritas C4C committee and the Catholic Architectural Guild (CAG), and an expert on CST and the environment.

Representatives from our parishes, Catholic organisations, and schools actively shared their experiences related to their efforts on *Laudato Si'*. In addition, the event involved various green initiatives to reduce our environmental impact. During the event, a participant engagement survey revealed overwhelmingly positive sentiments towards the programme's overall content and engagement.

We were also honoured to host Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development, Mr Eric Chua, as a keynote speaker. We express our appreciation also to Rev Friar Robin, Mr Samuel Ng, and all speakers for their insightful sharing.

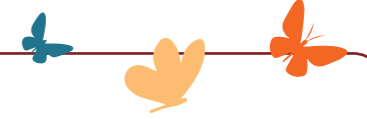
We are grateful to have had this event as a platform to share the impact of Caritas and our member organisations, and to offer opportunities for participants to continue their engagement even after the conference.

Episcopal Commission on Creation and Justice (ECCJ) Yearly Meeting

Caritas was pleased to take part in the yearly meeting for ECCJ for Malaysia, Singapore, and Brunei. The ECCJ addresses critical issues such as climate change, biodiversity loss, and ecological degradation, aiming to foster collaboration, share knowledge, and strengthen the collective efforts of the dioceses towards a more sustainable future.



The annual meeting reviews and reports the progress of each diocese, highlighting successful ongoing initiatives and pinpointing areas for improvement. Caritas, representing the Archdiocese of Singapore, presented the year's efforts at the archdiocesan level, including the introduction of the C4C Framework to assist parishes and catholic organisations in enhancing C4C initiatives.



Season of Creation (SOC) 2024

The Season of Creation 2024 underscored the importance of nurturing hope and taking concrete action to address environmental crises, through a Mass celebrated by Rev Fr Colin Tan. These initiatives aimed to inspire hope and encourage action, encompassing prayer, awareness campaigns, and practical efforts.



Prayer resources were compiled and distributed to parishes, Catholic organisations, and schools. We encouraged participation in prayer and fostered ecological conversion, partnering with various organisations to promote *Laudato Si'* and initiatives to care for our common home.

Catholic Architectural Guild (CAG) Book Launching Event—Care for Creation: The Designers' Response to *Laudato Si'*

In collaboration with CAG, we sponsored and launched the book *Care for Creation: The Designers' Response to *Laudato Si'**, inspired by Pope Francis' encyclical *Laudato Si'*. It highlights the positive environmental and social impacts of conscientious design within the construction and design sectors. It was presented to Pope Francis during his visit to Singapore this Season of Creation.



To increase accessibility and reduce wastage, limited copies were printed and distributed to the Vatican, Caritas, and the Presidents of the Singapore Institute of Architects (SIA) and Real Estate Developers' Association of Singapore (REDAS). The launch event included a panel discussion about the book and its presentation to the Presidents of SIA and REDAS, and concluded with a Thanksgiving Mass.

Caring for Creation from our Home at Caritas Agape Village

C4C involved various events at Caritas Agape Village, such as Share a Pot and a staff and board engagement through Catholic Social Teaching. Daily practices were also adopted, such as improving waste management, encouraging reusables through our Washing Ministry, and engaging in rooftop gardening to enhance food sustainability.



We shared our archdioceses' Laudato Si' efforts on social media and our website during SOC 2024, featuring weekly posts throughout the month. Our website also started featuring prayer materials and resources to encourage ecological conversion and discipleship. We also nurtured a Caritas C4C Network consisting of passionate individuals committed to caring for our common home.



Reducing our Carbon Footprint – Washing Ministry

Events often leave a huge carbon footprint because of excessive leftovers and the common use of disposables, such as plates and cups. Through the efforts of our washing ministry, made up of volunteers who help to wash needed items at events, we consciously reduce the use of disposable cookery and cutleries and encourage others to adopt sustainable practices.

We are heartened that event participants who witness their dedication sometimes join in and play their own part in caring for God's gift of creation.

We express our thanks to all washing ministry volunteers for their work!



Care for Creation (C4C) Sustainability Efforts

SMC 2024 was sustainably organised, underscoring our commitment to our C4C efforts. Wastage was reduced by largely going digital, having no goodie bags, and utilising recycled paper as barrier markers in the auditorium. Participants were encouraged to bring their own water bottles and reusable cutlery, which they washed after their meals. A simple food spread was also chosen to minimise food wastage. Furthermore, bio-degradable and environmentally-friendly detergent was used at washing stations, contained in recycled drink bottles, and green garbage waste bags were used for the disposal of food waste.



We also lowered our electricity usage by reconfiguring event venue assignments and using smaller venues that were appropriate for the number of participants. To encourage participants to use public transport, we provided a shuttle bus from a nearby MRT station. Participants' registration wristbands were also made from soft clay polymer beads, doubling-up as friendship bands that can be worn even after the event.

Programmes & Activities

Member Organisations' Engagement & Capacity Building



Social Mission Mass

The Social Mission Mass was jointly organised by Caritas Singapore and Caritas Humanitarian Aid & Relief Initiatives Singapore (CHARIS), taking place on 13 January 2024 in the halls of Caritas Agape Village. Over 170 individuals were in attendance. These included board directors, leaders and volunteers from Caritas and CHARIS and their respective member organisations.

In his homily, his Eminence Cardinal William Goh emphasised how Jesus' life is filled with mercy, compassion, and is a reflection of the unconditional love of God. He stressed the importance of reaching out to individuals from all walks of life, encouraging us to suspend judgement and welcome all persons equally; it is not about condoning sin, but loving the person, and in doing so, God will transform them.

The Mass was marked by the passing of flames and the blessing and Commissioning by His Eminence. We were reminded of our pledge and commitment to our mission, to be of service and witnesses of our faith to those in need.



Leaders' Council Meeting

On 18 November 2023 and 20 April 2024, Caritas Singapore hosted the Leaders' Council Meetings, bringing together over 120 members of the Caritas Singapore Family for networking, dialogue, and meaningful connections. These gatherings served as a platform for fostering potential collaborations across member organisations within the network.

The first meeting had attendees engage in small round table discussions, a first for the Council, sparking conversations about collaboration among different member organisations. The Society of St. Vincent de Paul also presented their programmes and services, a sharing that attendees found particularly valuable.

The second meeting welcomed participants for a plenary discussion led by Caritas board member Dr Roland Yeow, which focused on identifying and addressing social gaps within Singapore's landscape. The session was followed by a tour of Good Shepherd Place and an insightful sharing by Marymount Centre, adding depth to the day's discussions.



Executive Directors' Lunch

On 22 February 2024, Caritas hosted a Chinese New Year Reunion Lunch for the Executive Directors of the Caritas Singapore family. 18 representatives joined us in bonding over a simple shared meal and fellowship.



Capacity Building

Anti-Money Laundering and Countering the Financing of Terrorism Workshop

In an increasingly globalised economy, money laundering and terrorist financing activities are becoming more sophisticated and challenging to detect. As the charity sector is not immune to these crimes, Caritas Singapore organised an Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) online introductory

workshop on 29 June 2024 for member organisations. This initiative aligned with both government and the Commissioner of Charities' effort in combating these crimes.

Participants heard from Shawn Tan, an accomplished Certified Anti-Money Laundering Specialist (CAMS) and Chartered Accountant, who shared about the importance of AML/CFT practices for charities and the risks associated with money laundering and terrorist financing.

Officers from Ingenique Solutions were also invited to share about their Anti-Money Laundering & Know Your Customer software solution, which can help charities to screen donors and other stakeholders.

Participants from 7 member organisations attended the workshop.





Theory of Change

On 23 March 2024, Caritas Singapore organised a Theory of Change Workshop for our member organisations, bringing together over 40 key stakeholders, organisational leaders, and programme staff. The workshop deepened participants' understanding of Theory of Change (ToC) principles and how they can be applied to enhance programme design, implementation, monitoring, and evaluation.

ToC is a powerful strategic tool that helps charities map out their mission with clarity and precision, creating a logical framework that links why organisations exist to how they can achieve their goals and uncover the pathways to successful interventions and sustainable outcomes.

The workshop was facilitated by Dr Robyn Tan, a Research Fellow at the Institute of Policy Studies, National University of Singapore. Dr Tan is an expert in applying ToC and realist research approaches to practical policy and service contexts. Her guidance helped participants explore how ToC can strengthen programme effectiveness and accountability across diverse service areas.

This workshop marks an important step in ensuring that Caritas Singapore's member organisations are equipped with the tools to approach their work with strategic intent and measurable impact.



Facilities Management Platform – Skedda Facilities Management Platform

Launched in October 2023, Skedda allows our member organisations and the public to effortlessly book facilities at Caritas Agape Village. Apart from streamlining this process, it also significantly enhances the efficiency of the Caritas Agape Village Operations and Building Maintenance team. Some events held at Caritas Agape Village include:

Balik Kampung: Caritas Singapore End of Year Party



Share a Pot Sessions



Leaders' Council Meetings



Our Social Mission Family



Key Event Milestones

October 2023

3 October 2023
 Hosting Ministry of Social and Family Development at Caritas Agape Village

20 October 2023
 ACMI Fundraising Dinner

25 October 2023
 Caritas Singapore Board of Directors' Visit to Morning Star Community Services

November 2023

3 November 2023
 Boys' Town Charity Gala

17 November 2023
 End of Year Party

Balik Kampong (Return to the Village) was our first staff appreciation event since the pandemic celebrating hard work, resilience and unity as one Caritas family. Attendees from 12 organisations were dressed in charming *kampong* attire as we gathered for a vibrant and heartwarming reunion at Caritas Agape Village, bonding over nostalgic games like hopscotch and *capteh*, and a delicious traditional *nasi padang* meal.



21 November 2023

Charities Transparency Award 2023
 Our heartiest congratulations to members of the Caritas Family who were recognised at the 2023 Charity Transparency Award:
 - Assisi Hospice
 - Boys' Town
 - Caritas Singapore Community Council Limited
 - Clarity Singapore Limited

December 2023

20 December 2023
 Montfort Care YAH! Carolling Event at CIMB Plaza

February 2024

22 February 2024
 Executive Directors' Reunion Lunch

March 2024

25 March 2024
 Montfort Care Book Launch – Samuel Ng's "Can I Hold You A While Longer?"



April 2024

13 April 2024
 Launch of Goodlife Studio at Bukit Purmei



26 April 2024
 Hoppy Easter Hallelujah Event

Hoppy Easter Hallelujah was a time for the Caritas Singapore Family to celebrate Easter, and grow closer as a family. 73 attendees from 14 member organisations came and participated in Easter-themed activities and games. There was also good feedback about the tasty Easter lunch that was provided.

August 2024

16 August 2024
 Boys' Town Anniversary Dinner

30 August 2024
 Launch of ASPIRE (Morning Star Community Services)



September 2024

21 September 2024
 Morning Star Community Services Mass & Lunch

Celebrating our Social Mission Family

Caritas Singapore aims to facilitate, support, and empower a collaborative network of member organisations, parish churches, and social missionaries. Throughout the year, Caritas also facilitates collaboration opportunities between our member organisations and other organisations.

JLL Secret Santa @ DUO Galleria & CIMB Plaza

In collaboration with Jones Lang Laselle's Secret Santa campaign, about 100 children from various centres including Marymount Centre (Good Shepherd Centre), Montfort Care (Big Love Child Protection Specialist Centre), CareNights (Morning Star Community Services), and Infant Jesus Homes and Children's Centres were blessed with Christmas gifts from their wish lists.

Montfort Care

"Service with a Heart" Values-in-Action Project

For their "Service with a Heart" Values-in-Action Project on 3 November 2023, Primary 6 students from CHIJ Our Lady Queen of Peace (CHIJ OLQP) Primary School planned and organised a carnival, bringing smiles to about 80 seniors from four Montfort Care's Goodlife Studios through games, activities, and performances.

National Day Celebrations

National Day celebrations on 8 August 2024 were made more meaningful as CHIJ OLQP Primary School's Little Lights students served breakfast to their elderly friends from Montfort Care's Goodlife Makan. The seniors also participated in fun station games, including archery and Jenga.

Infant Jesus Homes & Children's Centres (IJHCC)

A Chocolate-y Christmas at IJHCC

Din Tai Fung Singapore sponsored their seasonal Steamed Chocolate Lava Buns and distributed stuffed toys to the children at IJHCC during their annual Christmas Party on 8 December 2023.

Clarity Singapore

One Church in Prayer for BRAVE

Leading up to Clarity Singapore's "BRAVE: Being Fully Alive" youth event that highlighted the integration of mental health and faith, Caritas Singapore coordinated intercessory prayer sessions with the Church of St. Ignatius, the Church of St. Vincent de Paul, and the Archdiocesan Commission for Apostolate of Mandarin-Speaking (ACAMS).

Donations-in-Kind Coordination



The Year Ahead

Leadership & Strategic Thrusts

As we enter a new year, Caritas Singapore reaffirms its commitment to excellence and innovation. At the heart of our progress is the recognition that human capital is essential to our continued success. The dedicated efforts of our staff and leadership are key to advancing our mission and expanding our capacity. In line with this, Caritas will continue to prioritise leadership and staff training and development to empower those at the forefront of our work.

At our annual Board retreat, we will review our vision, mission, and strategic priorities, ensuring that we remain aligned with the needs of our community, the sector, and the member organisations we serve. We are committed to staying relevant and responsive to evolving challenges and opportunities.

Reach and Engagement

Caritas Singapore celebrates 18 years of building a compassionate network of care. From our humble beginnings as the Catholic Church's official social mission arm, we have grown into a vital force for good, working alongside our member organisations to support those in need.

This year, we will focus on strengthening our brand, expanding our reach, and deepening our support through innovative engagement platforms. Our approach will be multi-faceted, listening carefully to the diverse profiles of givers and their motivations, so that we can create meaningful opportunities for involvement. This includes building communities of givers through signature events that foster connection and collaboration.

After the success of our inaugural walkathon in 2024, which brought together 13 member organisations and over 1,600 participants, we are excited to announce "Walk with Caritas Family" as a key event for 2025. Additionally, we will be hosting "Dine with Me" — a curated dinner event where supporters can share a meal with beneficiaries, further strengthening the bonds within our community.

In addition to these events, Caritas will continue to grow its presence through our anchor fundraising campaigns: Charities Week and our Anniversary Campaign, which will include a digital component to support the ongoing work of our network of care.

To further strengthen the Caritas Singapore Family, we will be organising a biennial overseas leaders' retreat. This gathering will provide more than 20 charities and organisations with the opportunity to connect, network, and recenter around our shared mission of serving the poor.

Strengthening Capabilities: Governance and Trust

Trust is at the foundation of our work, and we remain dedicated to ensuring transparency and accountability in all our operations. As part of our ongoing commitment to strengthening our capabilities, we will continue to focus on enhancing our governance structures. This includes pursuing the Data Protection Trust Mark certification and publishing our inaugural impact report. These initiatives are designed to deepen accountability and demonstrate the trust our supporters have placed in us.

Strong governance is essential to ensuring that Caritas Singapore operates with integrity, transparency, and accountability. It forms the bedrock upon which trust with our supporters, beneficiaries, and partners is built. By continually refining our governance structures, we ensure that resources are managed effectively and that we remain aligned with our mission and values. Governance is not just about compliance, but about fostering a culture of responsibility, ethical decision-making, and long-term sustainability. As we strengthen our governance practices, we are better equipped to navigate challenges, seize opportunities, and ultimately create a more profound and lasting impact on the communities we serve.

Deepening Capacity and Capabilities

Caritas is committed to deepening our impact on issues of sustainability and care for creation. In the coming year, we will continue developing a comprehensive sustainability framework that addresses both environmental and social dimensions. This work will span the physical structures of our buildings, as well as the hearts and minds of those who work to protect our planet.

We will also expand our collaborations with like-minded organisations through networking sessions and interreligious dialogues on environmental care, furthering our collective efforts to protect creation. Aligned with Singapore's vision for a more sustainable and inclusive economy, Caritas will take significant steps in our own sustainability journey, including the release of our inaugural Environmental, Social, and Governance (ESG) report.

Additionally, Caritas will invest in strengthening our volunteer management capabilities through our participation in the Volunteer Management Capability Development 8.0 Consultancy Project by NCSS. Volunteers not only extend our reach but also enrich our network, bringing diverse perspectives and energies that strengthen our work. As we continue to grow, we recognise the need to invest in volunteer management, ensuring that our volunteers feel valued, equipped, and empowered. By fostering a strong and engaged volunteer community, we are able to deepen our collective impact, demonstrating the power of people coming together for a shared cause.

Conclusion

Each of these initiatives play an integral role in our journey toward greater collaboration, outreach, and impact. As we continue to build stronger relationships within our community and extend our reach, we remain dedicated to being a visible sign of God's love — reaching out to those in need and fostering a compassionate, sustainable future for all.

Board of Directors



Agnes Liew
CHAIRMAN



Fr Ambrose Vaz
MEMBER



Sr Teresa Seow
MEMBER



Gerard Teo
MEMBER




Jacqueline Woo
MEMBER



Alan Lim
MEMBER



Alvin Neo
MEMBER



Lum Hon Fye
MEMBER



Mark Wettasinghe
MEMBER



Peggy Sarah Yee
MEMBER



Benedict Cheong
MEMBER



Carol Pereira
MEMBER



Francis Wan
MEMBER



Roland Yeow
MEMBER



Susanna Lee
MEMBER

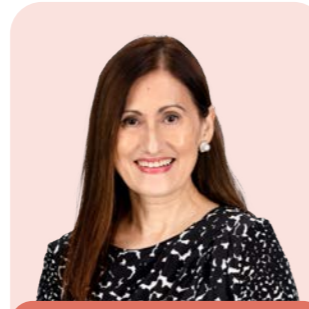
Trustees Of Agape Fund



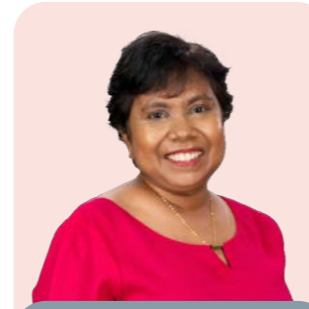
Laurence Lien
CHAIRMAN



Ronny Tan
DEPUTY CHAIRMAN



Agnes Liew
MEMBER



Carol Pereira
MEMBER



Christina Ong
MEMBER



Gerard Lee
MEMBER



Gerard Teo
MEMBER



Ng Kee Choe
MEMBER



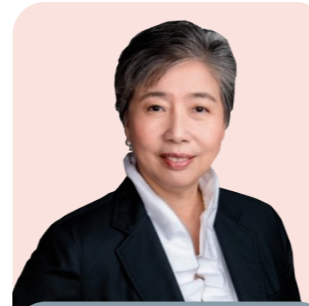
Prof Lily Kong
MEMBER



Prof Tan Cheng Han
MEMBER



Raymundo Yu
MEMBER



Teo Swee Lian
MEMBER

Executive Team

Juliana Foo
EXECUTIVE DIRECTOR

Audrey Tung
DIRECTOR OF CARITAS AGAPE
VILLAGE OPERATIONS

Gail Ng
MANAGER, SOCIAL MISSION

Glendon Wee
MANAGER, PROGRAMME & GRANT
MANAGEMENT

Jared Yap
MANAGER, COMMUNICATIONS

Jeremy Khoo
SENIOR MANAGER, COMMUNITY
ENGAGEMENT & DEVELOPMENT

Kelvin Lim
MANAGER, MEMBERSHIP

Manolo Fetalvero
MANAGER, INFORMATION &
TECHNOLOGY

Peter Lim
SENIOR MANAGER, OPERATIONS
BUILDING SERVICES

Susan Kho
SENIOR MANAGER, FINANCE

Staff



Top Row from left to right

Daryl Seah, Michael Teng, Manolo Fetalvero, Krisha Vishinpir, Jeremy Khoo, Kelvin Lim.

Middle row from left to right

Jared Yap, Lina Rodriguez, Susan Kho, Juliana Foo, Doreen Kwan, Clarissa Goh, Gail Ng, Juliana Teo.

First row from left to right

Peter Lim, Sim Su Wen, Ang Shu Hui, Audrey Tung, Cindy Lim, Karen Anne Wei.

Not pictured

Erwin Susanto, Glendon Wee, Hilda Chua, Miguel Manuzon, Wendy Anne Lim.

Continuous Learning to Serve with Excellence

In line with Singapore's emphasis on upskilling and remaining ever-ready to adapt to the evolving needs of society, Caritas Singapore has committed to enhancing our staff members' knowledge and skillsets to continue to uplift the lives of others with excellence.

Professional Training

All staff who enter the organisation must undergo a series of comprehensive training courses, including those on cybersecurity to navigate the digital world. Throughout the year, staff members also have opportunities to attend relevant upskilling courses where required, such as an anti-money laundering course and PDPA course held this year.

Personal Data Protection Act (PDPA)

To ensure all personal information is managed with care, every staff member also undergoes PDPA training. We believe that safely handling everyone's information is a top priority, especially as a Social Service Agency that works with many volunteers and clients.

CSTBites

To stay deeply connected with our faith and the social issues that we encounter in our work, the formation team launched CSTBites this year. At the start of each board and staff meeting, we explore and discuss social issues and Catholic Social Teachings relevant to these topics.



Overview of Charity and Corporate Governance

Charity Setup and Regulatory Compliance

Incorporated as a Company Limited by Guarantee (CLG) on 13 September 2006, Caritas Singapore Community Council Limited (UEN: 200613504D) (“Caritas Singapore”) was registered as a Charity under the Charities Act 1994 on 18 May 2007. Caritas Singapore is governed by its Constitution and a volunteer Board of Directors and abides by the regulations of (i) the Accounting and Corporate Regulatory Authority (ACRA) and (ii) the Commissioner of Charities (CoC).

By way of a declaration of Trust on 3 November 2006, Caritas Singapore set up the Caritas Singapore Agape Fund (UEN: T06CC2001K) (“Agape Fund”) which was registered as a charity under the Charities Act 1994 on 1 December 2006 and was accorded Institution of a Public Character (IPC) status in the most recent application from 1 February 2023 to 31 March 2025. Governed by a volunteer Board of Trustees, the Agape Fund adheres to the regulations of the CoC.

A requirement by the CoC is compliance with the Code of Governance for Charities and Institutions of Public Character. As an IPC, Caritas Singapore and Agape Fund falls under the Advanced Tier of the Code’s Governance Evaluation Checklist.

Board Selection & Appointment

The members of the Caritas Singapore Board of Directors and the Trustees of the Agape Fund Board of Trustees are appointed by the Archbishop of the Catholic Archdiocese of Singapore.

During the financial year, the following board changes took place:

1. Alvin Neo was appointed to the Caritas Board of Directors on 1 January 2024
2. Eugene Yang stepped down from the Caritas Board of Directors on 31 December 2023
3. Gerard Teo was appointed to the Agape Fund Board of Trustees on 1 January 2024
4. Carol Pereira was appointed to the Agape Fund Board of Trustees on 1 January 2024

The new appointments were made based on their professional and sector background to ensure board continuity with a diverse range of skillsets required to fulfil Caritas’ future plans through its board committees.

No member of the Board of Directors or Board of Trustees received any remuneration or benefits for their Board services.

During the year, 1 member of the Board of Directors served more than 10 years for leadership succession and has stepped down with effect from 31 December 2024.

Board Committees

Each board committee is headed by a Caritas Singapore Director and is made up of volunteer members with the relevant professional background according to the requirements of the relevant committees, approved by the Executive Committee. Guided by the respective board approved Committee Terms of Reference and supported by a staff as committee secretariat, the 13 board committees assist the Board of Directors in the implementation of the plans for Caritas and make recommendations for the Board’s approval. (See page 69 for details of the Board Committees)

Strategic Planning

An alignment exercise of strategic plans against the organisation’s impact was discussed during the board annual retreat held from 1 to 2 March 2024.

From the retreat, committee workplans were discussed against the objectives of alignment of these plans and organisational impact measurement against its vision, mission and strategic thrusts. The programmes and activities conducted by Caritas Singapore were carefully reviewed, planned, tracked, with core output and outcomes agreed to ensure organisational effectiveness.

Management Team

Caritas Singapore and the Agape Fund are managed by a management team headed by an Executive Director, with the two boards working closely to provide oversight. The Executive Director is not a member of the Board.

The current Executive Director of Caritas Singapore is Juliana Foo, who took on the position on 22 May 2023.

The management team works closely with the Boards and the 13 Board Committees to oversee the daily operations to fulfil the mission of Caritas Singapore as the umbrella body for organisations carrying out the Catholic Church’s social mission in Singapore.

None of the staff of Caritas Singapore is a close family member of either the Executive Director or to any Directors or Trustees.

1 paid staff received a total annual remuneration in the band of \$100,000 to \$199,999.

The Executive Committee approves human resource policies for staff and volunteers. The appointment of the Executive Director is approved by the Board of Directors.



Governance

Code of Ethics

In carrying out its mission, Caritas Singapore conforms with the Canon law of the Catholic Church and is guided by the Catholic Social Teachings which emphasise:

- the sanctity and dignity of human life created by God, from the moment of its conception until death;
- the value and integrity of the human person;
- the sacredness of the union of man and woman in marriage and the central role of the family in human life and in society; and
- seeking conditions that enhance the common good and promotes peace and goodwill amongst all men.

The Code of Ethics is clearly established in Caritas Singapore's Code of Governance which was reviewed and approved by the Board in April 2024. The Code of Governance includes guidelines on Director and Trustee duties and responsibilities, board composition, renewal and processes.

Conflicts of Interest

Board members and staff are required to disclose any interests, relationships or holdings that could potentially result in a conflict of interest upon appointment and promptly when any changes occur. In the event of a conflict, the conflicted person must make full disclosure and not participate in any discussion or decision on the matter. In addition to the standard human resource procedures, no direct family member of any Director or Trustee or existing staff may be engaged as paid staff without the approval of the Executive Committee. All our Board members and staff have signed the annual declaration for the period covering October 2023 to September 2024 on conflict of interest. The declaration forms are filed and safely kept with the HR Dept.

Related Party Transactions

As many member organisations function within the framework of the Catholic Church, a member of the Board of Directors or Board of Trustees of Caritas Singapore may also sit on the board of directors or equivalent governing body of a member organisation. Where this is the case, the Director/Trustee will make disclosure and abstain from voting on or participating in any discussion relating to a grant application by that member organisation. For more information on such related party transactions, please refer to Note 24 of the Audited Financial Statements.

Financial Management and Controls

The Board of Directors and Board of Trustees approves an annual budget. Updates are provided to the governing boards, with analysis and explanations provided for any major variances from the budget.

The Board of Directors ensures that internal control systems including the proper accounting of donations are in place with documented procedures in the Finance and Accounting Policy Manual approved by the Board of Directors and Board of Trustees. Reserves are invested in accordance with a Board-approved investment policy.

Caritas Singapore has an established grant-making evaluation and assessment framework to ensure the proper evaluation of grant applications by such related parties.

Caritas Singapore has a board approved anti-money laundering (AML) policy and Standard Operating Procedures. Monthly AML checks were implemented since January 2024.

Donors and volunteers are screened against Monetary Authority of Singapore (MAS) lists under the UN Act and TSOFA. Screening results are reviewed, and any false or true hits are thoroughly investigated. An established escalation process ensures that senior management determines if a Suspicious Transaction Report should be filed.

Reserves Policy and Restricted and Endowment Funds

Caritas Singapore has a reserves policy to ensure that there are sufficient resources to sustain its operations in the event of unforeseen circumstances. As a rule of thumb, Caritas Singapore aims to keep two years of operational expenses as reserves. The reserves level is regularly reviewed by the Board of Directors. For more information on Caritas Singapore's Restricted and Endowment Funds, please refer to Note 20 of the Audited Financial Statements.

Reserve Ratio		FY2024
Total Unrestricted Funds	A	\$29,311,628
Total Restricted Funds*	B	\$12,145,939
Total Operating Expenditure	C	\$13,255,848
Reserve Ratio (years)	A/C	2.2 years

*Restricted funds consisted of:

Caritas Agape Village Building Fund	\$9,564,369
Capacity Building Fund	\$569,176
Sinking Fund	\$1,937,394
St. Jude Fund	\$75,000
Total	\$12,145,939

Fundraising Ratio		FY2024
Total Donation	D	\$12,613,411
Cost of Generating Fund	E	\$625,667
Fundraising Ratio	E/D	4.96%

Cyber Security

With cybersecurity threats on the rise, Caritas Singapore embarked on a journey to strengthen its cybersecurity levels and was awarded the Cyber Essentials Mark certification on 3 September 2024, by ISOCert. Through this exercise, Caritas Singapore's information technological setups from frontend to backend such as endpoint configurations, network infrastructure and cloud security were reviewed and audited to comply with cybersecurity best practices.

Public Relations and Corporate Communications

The Board of Directors is responsible for ensuring that all press releases, promotional materials or other public statements are duly approved. The Board of Directors has designated the Chairman and the Executive Director as the official spokespersons for Caritas Singapore. Caritas Singapore respects donors' confidentiality and no information on donors is shared without their consent.

Whistle-blowing Policy

Any person can report in confidence to whistle-blowing@caritas-singapore.org or to the Chairman of the Audit Committee any wrong-doing or malpractice by any director, management, staff member, volunteer, vendor or supplier, or other person connected to Caritas Singapore. Each report will be dealt with in accordance with a well-defined protocol.

Data Privacy Policy

At Caritas Singapore, we respect our stakeholders' privacy and take the protection of all personal data seriously. When dealing with any personal information, we observe our obligations under the Personal Data Protection Act (PDPA) and other relevant legislations. Caritas Singapore's Data Protection Policy aims to help all to understand how we collect, use, disclose, and protect your personal data.

If you have any queries or wish to report a data breach, please contact our Data Protection Office by writing to us at dpo@caritas-singapore.org.

Board Of Directors

Agnes Liew

Chairman / EXCO
 1 Jan 2019
 4/5
 Senior Accredited Director, SID, and Independent Director, Standard Chartered Bank Singapore Limited
 Nil

Rev Fr Ambrose Vaz

Board Member / EXCO
 1 Jan 2013*
 4/5
 Spiritual Director of Catholic Engaged Encounter, Catholic Family Life Limited, and Marriage Preparation Course
 Nil

Alan Lim

Board Member / Chair of Formation Committee
 1 Jan 2017
 4/5
 Head, FinTech Infrastructure Office at Monetary Authority of Singapore (MAS)
 Nil

Alvin Neo

Board Member / Chair of Communications Committee
 1 Jan 2023
 4/5
 Chief Customer & Marketing Officer, FairPrice Group Managing Director, NTUC Link
 Nil

Benedict Cheong

Board Member
 1 Jan 2023
 3/5
 Chief Systems Integration Officer, Temasek Trust
 Nil

Carol Pereira

Board Member / Chair of Programme Committee
 20 Jan 2022
 4/5
 Senior Lecturer, S R Nathan School of Human Development, Singapore University of Social Sciences
 Nil

Francis Wan

Board Member / Chair of Audit & Risk Committee
 1 Jan 2021
 3/5
 Partner, PwC Singapore
 Nil

Gerard Teo

Board Member / EXCO/ Chair of Finance & Grants Committee / Chair of Investment Committee
 1 Jan 2021
 5/5
 Former Co-Head, Multi-Asset
 Nil

Jacqueline Woo

Board Member
 1 Jan 2023
 4/5
 Senior Advisor at Singapore Consultancy
 Nil

Lum Hon Fye

Board Member / Chair of IT Committee / Chair of Care for Creation Committee
 1 Jan 2021
 5/5
 Chairman, Bukit Batok Driving Centre
 Nil

Mark Wettasinghe

Board Member / EXCO / Chair of Agape Village Committee
 1 Jan 2023
 4/5
 Chairman, La Salle House
 Nil

Peggy Sarah Yee

Board Member / Chair of Membership Committee
 1 Jan 2019
 3/5
 Director, PY Legal LLC
 Nil

Roland Yeow

Board Member
 1 Jun 2023
 5/5
 Executive Director, Boys' Town
 Nil

Susanna Lee

Board Member
 1 Jun 2023
 3/5
 HR Director, Monetary Authority of Singapore
 Nil

Sr Theresa Seow

Board Member
 1 Jan 2023
 4/5
 Supervisor of the Canossian Village
 Nil

■ Appointment
 ■ Date of First Appointment
 ■ Record of Board Meetings (11 Jan 2024, 25 Apr 2024, 1 July 2024, 11 July 2024, 25 Sept 2024)
 ■ Background
 ■ Past Appointments



* Rev Fr Ambrose Vaz has remained on the Board of Directors of Caritas Singapore beyond 10 consecutive years for leadership succession.

GOVERNANCE AND STATUTORY INFORMATION

Board of Trustees of Agape Fund

Laurence Lien	Gerard Lee	Ng Kee Choe
Chairman	Member	Member
1 Jan 2015	1 Jan 2023	1 Jan 2019
2/2	2/2	1/2
Chairman and Acting CEO of Asia Philanthropy Circle, and Chairman, Lien Foundation	Chairman, Arabesque Singapore	Deputy Chairman of PIL Ltd
Nil	Nil	Nil
Ronny Tan	Gerard Teo	Raymundo Yu
Deputy Chairman	Board Member / EXCO/	Member
1 Jan 2021	Chair of Finance & Grants Committee / Chair of Investment Committee	1 Jan 2018
2/2	1 Jan 2021	1/2
Chairman, Tri-sector Associates Ltd	Former Co-Head, Multi-Asset	Chairman of Asia Pacific, Bank Julius Baer
Chairman Assisi Hospice	Nil	Nil
Agnes Liew	Carol Pereira	Prof Tan Cheng Han
Member	Board Member / Chair of Programme Committee	Member
1 Jan 2023	20 Jan 2022	1 Jan 2019
2/2	2/2	0/2
Senior Accredited Director, SID, and Independent Director, Standard Chartered Bank Singapore Limited	Senior Lecturer, S R Nathan School of Human Development, Singapore University of Social Sciences	Professor of Law, National University of Singapore Chairman of Caritas
Nil	Nil	Singapore Board of Directors
Christina Ong	Prof Lily Kong	Teo Swee Lian
Member	Member	Member
1 Jan 2015	1 Jan 2021	1 Jan 2019
0/2	0/2	2/2
Founder, COMO Group	President, Singapore Management University (SMU), and Lee Kong Chian Chair Professor of Social Sciences	Chairman, CapitaLand Integrated Commercial Trust Management Limited
Nil	Nil	Nil

GOVERNANCE AND STATUTORY INFORMATION

Board Committees

AGAPE VILLAGE COMMITTEE

Provides guidance and oversight on all Agape Village matters to the Board of Caritas Singapore.

Mark Wettasinghe	Chairman
Augustine Tan	Member
Irene Loi	Member
Paul Beh	Member
Theodore Chan	Member

AUDIT & RISK COMMITTEE

Provides oversight on the preparation of financial statements, risk management and internal controls, and audit.

Francis Wan	Chairman
Benedict Cheong	Member
Nathalie Leung	Member

CARE FOR CREATION (C4C) COMMITTEE

To develop a C4C network among member organisations, parishes, and Caritas Singapore, enhancing collaboration and idea exchange to better serve the community.

Lum Hon Fye	Chairman
Bernadette Ng	Member
Eve Ong	Member
Joseph Teo	Member
Lu-Ann Ong	Member
Maxine Mowe	Member
Michael Leong	Member

COMMUNICATIONS COMMITTEE

Recommends and reviews communications strategies, policies and practices.

Alvin Neo	Chairman
Jeanette Tan	Member
Jerry Tan	Member
Stephanie Yip	Member
Venessa Lee	Member

EXECUTIVE COMMITTEE

Oversees the implementation of strategy and policies and governance standards, and reviews and approves the organisational structure, HR strategy and remuneration and the appointment and performance appraisal of the Executive Director.

Agnes Liew	Chairman
Rev Fr Ambrose Vaz	Member
Gerard Teo	Member
Mark Wettasinghe	Member

FINANCE AND GRANTS COMMITTEE

Provides oversight on financial management and reviews grant applications from member organisations based on recommendations from the Programme Committee.

Gerard Teo	Chairman*
Dennis Tang	Member
Jacqueline Woo	Member
Lilian Lee	Member
Tan Kian Chew	Member
Yong Char Kar	Member

* The term of office of the Chairman of the Finance and Grants Committee is limited to four consecutive years.

FORMATION COMMITTEE

To deepen awareness and application of Catholic Social Teaching (CST) among Catholics in Singapore as well as enable all in the Caritas Singapore Family to understand and live it in their own context.

Alan Lim	Chairman
Anthony Soo	Member
Rev Fr Christopher Soh, SJ	Member
Clare Chua	Member
Daphne Leong	Member
Rev Fr David Garcia, OP	Member
Francis Tay	Member
Goh Han Serm	Member
Keenan Tan	Member
Nicholas Chee	Member
Sherlyn Khong	Member
Shirley Lim	Member

FUNDRAISING COMMITTEE

Identifies and develops fundraising initiatives.

Agnes Liew	Chairman
Gerard Teo	Member
Mark Wettasinghe	Member

INVESTMENT COMMITTEE

Recommends and reviews the investment guidelines, and recommends and oversees the performance of external fund managers.

Gerard Teo	Chairman
Jeffrey Tan	Member
Joachim Toh	Member

IT COMMITTEE

Develops digital strategies, policies and plans to safeguard the robustness and security of the IT systems and infrastructure.

Lum Hon Fye	Chairman
Ian Loe	InfoSec Sub-Comm Lead
Philip Yeap	Member
Wang Wei-Lung	Member

MEMBERSHIP COMMITTEE

Promotes and grows the membership, develops and reviews the membership criteria and policies, provides support and a collaborative network community for member organisations, and provides feedback from member organisations to the Board of Directors.

Peggy Sarah Yee	Chairman
Damien Ooi	Member
Francis Mane	Member
Jacqueline Woo	Member
Roland Yeow	Member

PROGRAMME COMMITTEE

Provides recommendation to the Board of Directors and Finance and Grants Committee on matters relating to new or existing programmes by member organisations.

Carol Pereira	Chairman
Antony Lee	Member
Bernadette Ng	Member
Cynthia Cheong	Member
Damian Ooi	Member
Gerard Teo	Member
Nicholas Netto	Member

YOUNG ADULTS COMMITTEE

To promote awareness of, provide perspective and create opportunities for social mission amongst young adults.

Celeste Wee	Chairman
Rev Fr Christopher Soh, SJ	Spiritual Director
Izaac Foo	Member
Grace Ong	Member
Jessica Yeo	Member
Keira Kwek	Member

Governance Evaluation Checklist (Advanced Tier)

S/N	Description	Code ID	Management Response	Explanation (if compliance is in progress, not complied or not applicable)
Board Governance				
1	Induction and orientation are provided to incoming Board Members on joining the Board.	1.1.2	Complied	
	Are there 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 their executive functions and operational duties which are distinct from their Board roles.	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	The Chairman of the Finance Committee was appointed 1 January 2023
5	All Board Members submit themselves for re-nomination and re-appointment, at least once every two years.	1.1.8	Complied	All governing board Members are nominated and re-appointed every two years.
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied	
	Are there Board Member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		Yes	One director has served more than 10 years.
7	The charity discloses in its annual report the reasons for retaining Board Member(s) who have served for more than 10 consecutive years.	1.1.13	Complied	The reasons for retaining one director who has served more than 10 consecutive years is disclosed in the annual report.
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	There are Terms of Reference for its 13 board committees.
Conflict of interest				
9	There are documented procedures for Board Members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	There is a Board approved Conflict of Interest Policy and Procedure.
10	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 a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	The Annual Board Strategic Retreat reviews and aligns Caritas' plans across its board committees.
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied	

S/ N	Description	Code ID	Management Response	Explanation (if compliance is in progress, not complied or not applicable)
Human Resource and Volunteer Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	Caritas follows the Archdiocesan Human Resource policy and supplements with its own Human Resource Manual.
14	There is a documented Code of Conduct for Board members, staff and Volunteers (where applicable) which is approved by the Board.	5.3	Complied	There is a board approved Code of Governance.
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	Staff appraisal and professional development is reviewed on an annual basis.
	Are there volunteers serving in the charity? (Skip item 16 if "No")		Yes	
16	There are volunteer management policies in place for the volunteers.	5.7	Complied	There is a board approved Volunteer Management Policy.
Financial Management and Internal Controls				
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
18	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	There is a board approved Finance Manual and Procurement Standard Operating Procedures.
19	The Board ensures reviews on the charity's controls, processes, key programs and events.	6.1.3	Complied	The Audit & Risk Committee reviews the internal controls and processes.
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	The Audit & Risk Committee reviews the key risks.
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")		Yes	
22	The charity has documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year (Skip item 23 if "No")		Yes	
23	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 year? (Skip item 24 if "No").		No	
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	N/A	
Disclosure and Transparency				
25	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board Member's attendance.	8.2	Complied	
	Are Board Members remunerated for their Board services? (Skip items 26 and 27 of "No")		No	

S/ N	Description	Code ID	Management Response	Explanation (if compliance is in progress, not complied or not applicable)
26	No Board Member is involved in setting his or her own remuneration.	2.2	N/A	
27	The charity discloses the exact remuneration and benefits received by each Board Member in its annual report. OR The charity discloses that no Board Members are remunerated.	8.3	N/A	
	Does the charity employ paid staff? (Skip item 28, 29 and 30 if "No")		Yes	
28	No staff is involved in setting his or her own remuneration.	2.2	Yes	The remuneration of the staff is approved by the EXCO.
29	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 \$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. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
30	The charity discloses that the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000 OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Members, who receives more than \$50,000 during the year.	8.5	Complied	
Public image				
31	The charity has documented a communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	There is a Board approved Communications policy.



Corporate Information

Registered Address

7A Lor 8 Toa Payoh
#04-01 Agape Village
Singapore 319264

Banker

DBS Bank Ltd
12 Marina Boulevard
DBS Asia Central
Marina Bay Financial Centre Tower 3
Singapore 018982

Auditor

Ernst & Young LLP
One Raffles Quay North Tower, Level 18
Singapore 048583

Corporate Secretary

Genesis Law Corporation
1 Coleman Street #07-02
The Adelphi
Singapore 179803

Investment Advisor

BNP Paribas Singapore (Wealth Management)
10 Collyer Quay #33-00
Ocean Financial Centre
Singapore 049315



