

Just as a lighthouse illuminates the path for ships in challenging conditions, providing direction, empowering action, and influencing meaningful outcomes, SSC aims to assist charities in navigating uncertainty, enabling progress through guidance and support, and creating lasting impact by helping them move confidently toward their goals.

Navigate | Enable | Impact

SSC

Shared Services for Charities Limited

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2025 ANNUAL REPORT



VISION

To be the one-stop leading provider of sustainable, professional, and cost-effective resources to all charities.



MISSION

To provide shared services to charities for better governance and organisational excellence, and to promote strategic partnerships and professional volunteerism for non-profit capability building.



VALUES

- Integrity
- Commitment
- Quality
- Professionalism

Who is SSC

Since 2008, Shared Services for Charities Ltd (SSC) is a sector-focused organisation dedicated to supporting charities in Singapore. Established to serve the charity sector, SSC helps charities strengthen governance, improve accountability, and build organisational capability so that they can better serve their beneficiaries and communities.

SSC works alongside charities, regulators, sector partners, funders and volunteers to promote good governance, transparency, and responsible stewardship of resources.

What does SSC do

SSC provides practical support, advisory services, training, and shared resources to help charities operate more effectively and sustainably. Its services include governance reviews, internal control reviews, internal audit support, risk assessment, board evaluation, training workshops, and advisory support in areas such as compliance, reporting, and operational improvement.

In recent years, SSC has also expanded its work to support charities in emerging areas such as impact reporting, digitalisation, cybersecurity-readiness, and the responsible use of AI. Through these services, SSC helps charities build stronger systems, improve trust and confidence, and enhance their long-term impact in the community.

Testimonials



"From the very beginning, our relationship with the SSC team felt far beyond a typical client-vendor arrangement. The team took time to understand SIET's operational needs, challenges, and values, and worked closely with us through multiple discussions while developing our manuals and processes. Their professionalism, knowledge, and responsiveness were evident throughout the engagement, with consistently fast turnaround times for revisions and updates. Even after completion, the team continued to proactively follow up and extend support where needed. SSC's support will strengthen SIET's internal governance and operational processes, enabling us to work more efficiently and better serve our beneficiaries and stakeholders."

Singapore Indian Education Trust (SIET)



"SSC has been a trusted partner to HEB for over a decade, and that relationship has made a genuine difference to how we operate.

From the beginning, SSC understood that as a religious organisation, our priorities and pressures do not always fit the standard mould, and they were always mindful of that distinction. Their approach has always been practical and genuinely suited to how we operate. Over the years, that has built into a relationship of real trust and openness on both sides.

As HEB has evolved with time, SSC has been there to support us in strengthening our governance, policies, and internal processes. They helped us spot gaps, and gave us practical, workable guidance, not off-the-shelf solutions, but advice that made sense for an organisation like ours.

Our policies and practices are more consistent, our governance is stronger, and both management and the Board have greater confidence in how we operate day to day.

We would not hesitate to recommend SSC to any charity or religious organisation looking for a long-term partner. They are professional, responsive, and reliable, and they genuinely understand the sector."

Hindu Endowments Board (HEB)



"DAS has appreciated working with the SSC team over the past year. SSC brought valuable perspectives and insights to our risk management review process, drawing from their extensive experience working with charities and non-profit organisations across the sector. Their broad exposure enabled them to provide practical recommendations, benchmarking practices and relevant observations that were meaningful and applicable to our organisation."

Dyslexia Association of Singapore (DAS)

Performance at a Glance

60
Clients served

138
Projects Completed

page 4

Sponsors & Donors

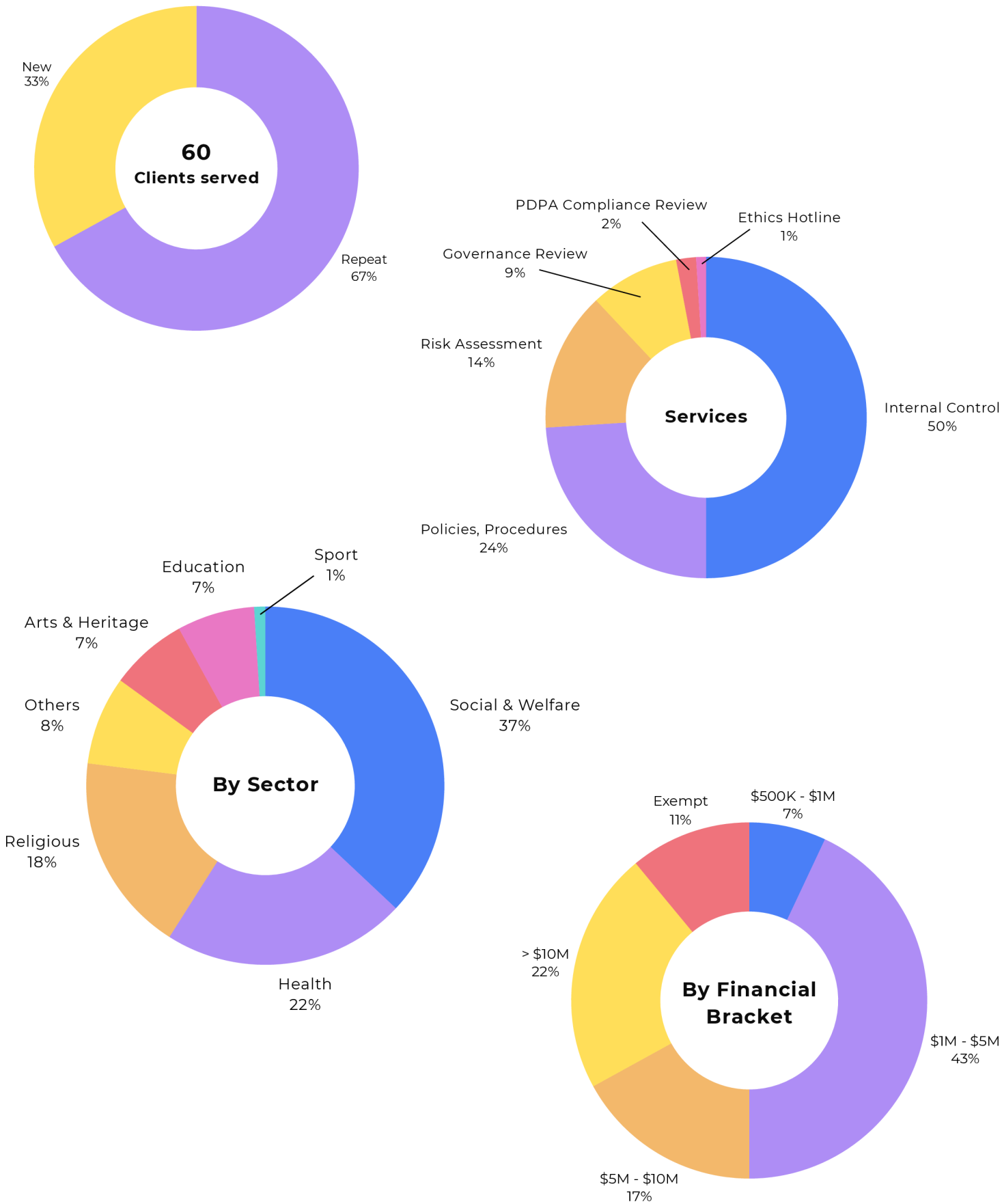


SSC Annual Seminar



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Performance at a Glance



Message from The Board

As Shared Services for Charities (SSC) completes 17 years of service to the charity sector, we would like to begin with a message of heartfelt gratitude to our clients, partners, volunteers, and the regulators. The strong partnerships built over the years have enabled us to widen our outreach and help the sector navigate the continuing uplift in governance standards. We are also thankful for a resilient management team and the evergreen support of Board colleagues.

Financial Performance and Sustainability

In 2025, SSC generated a total income of \$1.392 million. Programme fees contributed \$783,000, while donations, grants, and fundraising efforts raised \$608,901. Our fundraising continues to be an important factor in helping sustain our operations amid rising costs.

Our operating expenditure was less than 2024 due to effective cost management measures, and we focused on developing new services to ensure that our service offerings remain relevant and continue to meet charities' needs. We took practical steps—tightening hiring, improving cashflow discipline, and broadening fundraising efforts with longer-term sponsors and partners. Operating expenditure, including digitisation and governance compliance, were well-managed to align with budget constraints. As a result, we recorded a surplus of \$26,000. We remain committed to improving financial sustainability through the launch of diverse revenue streams and operational efficiency.

Leadership Transition

We are grateful to our Executive Director, Yeo Lian Sim, who has retired after leading SSC for 7 years. Lian Sim, with a well-established track record as a regulator and risk and governance doyen, has been instrumental in reorganising the team to drive us into the second decade after our founding. Under her leadership, our organisation resilience has been strengthened and importantly, she has managed our stakeholder relationships well to ensure SSC's entrenchment in the charity sector. She will continue as a board member. We would like to record our appreciation for Lian Sim's guidance which brought SSC to a new level.

We are pleased to announce that Dr. Leonard Lee has joined us as Executive Director in the new year. Dr. Leonard has decades of experience in helming organisations in the social service sector. His last posting was Executive Director of an organisation offering pro bono legal advice service for self-representation. Please join me in welcoming Leonard to the SSC family.

A Pivotal Year Grounded in Fundamentals

Charities have faced tightening resources, rising expectations, and a governance environment that continues to evolve. Many of you have told us: “we want to be compliant, but we operate in a fast-changing environment and regulations too are evolving”; “we know trust matters, but proving impact is challenging”; “we value digital tools, but lack time for mastering them”. In short, funding is tight, risk management and governance are key, and expectations never let up. SSC hears you and recognises these realities because we see them every day in the work we do with charitable organisations.

The guiding questions we posed at our 14th Annual Seminar 2025; in June 2025: what do charities need most right now - and “How can SSC help?” The well-attended seminar brought senior sector practitioners and their board members together to discuss readiness, governance and impact. The programme reflected what charities voiced: a sector that needs to strengthen trust, respond to tougher fundraising conditions, and demonstrate outcomes more credibly. The answer is clear, in that charities need partners who truly understand operating realities, resource constraints, the weight of compliance, and the trust that donors and the public expect.

The Board conducted a strategic review to determine if SSC continues to be relevant. Spearheaded by Uantchern Loh, our board colleague, the review questioned the need for governance related services and whether and how SSC is in a position to deliver on its mission. The conclusion was clear: uplifting governance standards continues to be important for the charity sector in ensuring a sustainable service to the under-served. SSC must continue to base its reason for existence on the provision of governance related services.

Responding to Charity Sector Needs

In 2025, SSC moved beyond recognizing new challenges to building solutions. We developed and began piloting new solutions. These are in line with the underlying objective of being cognisant of challenges and the desire of charities to want to improve their governance. In the new year, we intend to focus on addressing the following:

- Readiness and resilience – strengthening governance oversight, crisis preparedness and board effectiveness through “Are You Ready” programmes.
- AI driven governance enablement – using “GovernUp” to turn policies into practical, usable tools – training materials, quizzes, communications – so that governance is lived, not just documented.
- Impact reporting – helping charities capture and communicate outcomes more credibly to donors, boards and stakeholders – because trust is earned through transparency and evidence.

Nevertheless, our foundational services of governance and internal control reviews, policies and procedures documentation, and risk assessment will continue to underpin our mission.

Looking Ahead – Navigate, Enable, Impact

We remain committed to our vision of helping the sector uplift governance standards through active collaboration with charities. In light of the new initiatives, SSC will need to not only organize ourselves more effectively but will increase resources where appropriate. We are mindful of the need to be sustainable and hence, plan to engage in longer term partnerships with our charity clients. Diversifying our services to a wider client base helps build a more self-sustaining model for SSC. In order to do more for charities, SSC would also need to redouble the efforts to raise funding from additional sources. This continues to be an important point as our services to the sector are heavily subsidized from much appreciated donors and well-wishers.

The Board has taken steps to progress leadership renewal thoughtfully, while ensuring continuity. We also intend to scale our new services, taking into account the importance of client conversion, productivity gains through utilization metrics and introduction of AI-enabled tools for the industry and ourselves. Growth, while aspirational, must also be well-grounded.

Finally, as our theme for this year's Annual Report suggests, SSC will continue to help charities Navigate the governance landscape, Enable them with relevant solutions and realise Impactful outcomes for our beneficiaries.



Board of Directors & Advisors



J.Y. Pillay
Patron



Hsieh Fu Hua
Honorary Chairman
Founder, BinjaiTree

Board Members



Gan Seow Ann
Board Chairman;
Chairman, Fund-Raising Committee



Yeo Lian Sim
Director;
Member, Programmes &
Services Committee



Loh Uantchern
Director;
Chairman, Programmes &
Services Committee



Chan Pengee Adrian
Director;
Member, Fund-Raising Committee



Robert Chew
Director;
Chairman, Volunteer Promotion &
Management Committee
Member, Fund-Raising Committee



Shariq Barmaky
Director;
Chairman, Audit Committee



Yap Su-Yin
Director;
Chairman, Human Resource &
Professional Development Committee
Member, Fund-Raising Committee



Choo Eng Beng
Director;
Treasurer
Member, Programmes &
Services Committee



Chan Sing Yee
Director;
Member, Programmes &
Services Committee



Lau How Sin, Howie
Director;
Member, Volunteer Promotion &
Management Committee



Dr. Leonard Lee Peng Yew
Executive Director;
Member, Volunteer Promotion & Management Committee
Member, Fund-Raising Committee
Member, Programmes & Services Committee

Board Renewal and Term Limits

Directors are appointed upon recommendation by incumbent Board Members and evaluation by the Chairman and at least one other Board Member. The Board then proposes the appointment for approval of members of SSC at a general meeting. All new Board Members undergo an induction programme conducted by the Executive Director, with the use of a Board-approved Board Kit. The Board assesses its performance every 3 years or sooner and takes steps to improve its effectiveness which may include appointments to Board or Board Committees taking into account diversity, skills and experience. In 2019 a Board member was appointed Executive Director to fill the role of chief executive. No other member of the staff sits on the Board.

The SSC constitution requires every director being re-elected after the ninth year in office, to be assessed at general meeting as bringing advantages that outweigh the disadvantages of their continuation in the role.

For the 4 Directors who have been on the Board for more than 10 years, the advantage of their skillsets, experience, individual perspectives and influence outweigh any disadvantage arising from long familiarity with management staff and the business of SSC. The Chairman who brings to his role, deep financial sector and international leadership experience, Mr Chew with invaluable knowledge of technology, Mr Chan brings many years of experience in legal practice and as a director of non profit organisations and companies including publicly listed companies and Ms Yeo with a pertinent mix of regulatory, risk, ESG and management experience are valued assets to SSC for its present and future business.

Board Member	Date Appointed	Board Meeting Attendance
Gan Seow Ann Board Chairman; Chairman, Fund-Raising Committee	8 June 2009* 7 July 2012 (Appointed Chairman)	5/5
Yeo Lian Sim Director; Member, Programmes & Services Committee	23 January 2009* 1 January 2019 (Appointed Executive Director)	2/5
Chan Pengee, Adrian Director; Member, Fund-Raising Committee	21 June 2013	3/5
Robert Chew Director; Chairman, Volunteer Promotion & Management Committee Member, Fund-Raising Committee	21 June 2013	2/5
Yap Su-Yin Director; Chairman, Human Resource & Professional Development Committee Member, Fund-Raising Committee	2 November 2015	4/5
Loh Uantchern Director; Chairman, Programmes & Services Committee	19 February 2018	5/5
Shariq Barmaky Director; Chairman, Audit Committee	19 February 2018	3/5
Choo Eng Beng Director; Treasurer Member, Programmes and Services Committee	30 August 2021	3/5
Dr Lee Peng Yew Executive Director; Member, Volunteer Promotion & Management Committee Member, Fund-Raising Committee Member, Programmes & Services Committee	4 March 2026	NA [#]
Chan Sing Yee Director; Member, Programmes & Services Committee	20 April 2026	NA [#]
Lau How Sin, Howie Director; Member, Volunteer Promotion & Management Committee	20 April 2026	NA [#]

*Clause 39: All Directors of the Board, including the Chairperson, shall be subject to rotations, but shall be eligible for re-appointment/re-election PROVIDED ALWAYS that for re-appointment/re-election taking place from the end of the ninth year and subsequently, members must specifically be of the opinion that the advantages of re-appointment/re-election of the Director outweigh any disadvantages.

[#]Joined the Board after 31 December 2025

Board Committees

Board Committees, each with its own defined Terms of Reference, function under the auspices of the Board. Each committee is chaired by a Director, assisted by members, who themselves are approved by the Board. Minutes of Committee Meetings are recorded and subsequently tabled at Board meetings. The table below, depicts the composition, frequency and attendance at committee meetings held in 2025.

1. Audit Committee	
Assists the Board to oversee the internal controls and risk management system, financial reporting, appointment of external auditor, internal auditor and whistle-blowing.	- Shariq Barmaky Chairman (2/2*) - Uthaya Ponnusamy Member (2/2*) - Michael Heng Member (1/2*)
2. Programmes & Services Committee	
Assists the Board to oversee the efficiency and effectiveness of Programmes & Services.	- Loh Uantchern Chairman (2/2*) - Yeo Lian Sim Member (1/2*) - Choo Eng Beng Member (1/2*) - Tan Boon Yen Member (1/2*) - Chan Sing Yee Member (2/2*) - Philip Chong Member (1/2*)
3. Human Resource & Professional Development Committee	
Assists the Board in matters relating to human resource, recommends organisational structure, management development, succession planning, performance evaluation and compensation.	- Yap Su-Yin Chairman (2/2*) - Sheela Parakkal Member (2/2*)
4. Volunteer Promotion & Management Committee	
Assists the Board in promoting strategic partnerships and professional volunteerism.	- Robert Chew Chairman (1/1*) - Yeo Lian Sim Member (1/1*) - Dennis Lee Member (1/1*) - Howie Lau Member (0/1*)
5. Fund-Raising Committee	
Assists the Board, oversee the overall fundraising activities and advises the Board on matters concerning all fund-raising programmes.	- Gan Seow Ann Chairman (1/2*) - Chan Pengee, Adrian Member (1/2*) - Robert Chew Member (1/2*) - Yap Su-Yin Member (2/2*) - Yeo Lian Sim Member (1/2*)

*Meetings attended

Management & Staff

SSC’s management and staff remain central to the organisation’s ability to deliver practical, professional and cost-effective support to charities. As a lean organisation, SSC staff work across a range of specialisations, including governance reviews, internal controls, policies and procedures, risk management, data protection, annual report support and client advisory work. This flexible operating model enables SSC to respond to the varied needs of charities while maintaining the quality, empathy and professionalism that have long underpinned its service delivery.

The management team provides day-to-day leadership, client engagement and operational oversight, ensuring that SSC’s programmes and services remain aligned with the Board’s strategic direction and the evolving needs of the charity sector. Staff performance, development and career progression continue to be supported through regular reviews, clear work objectives and oversight by the relevant Board committee, reflecting SSC’s commitment to good governance in its own internal practices.

In 2025, SSC placed greater emphasis on strengthening staff capabilities to meet emerging sector demands. As charities increasingly face expectations relating to digitalisation, cybersecurity, data governance and AI-enabled efficiency, SSC has begun equipping its staff with new technology and AI-related skills. This includes building familiarity with practical AI tools, AI-assisted knowledge management, digital workflow improvements and technology-enabled service delivery. These efforts are intended to help staff work more efficiently, enhance the quality of client support, and ensure SSC remains relevant as a trusted governance and capability-building partner for charities. SSC’s future-proofing roadmap also identifies staff upskilling and AI tools as part of its capability-building and technology strategy.

Supported by skilled volunteers, consultants and professional partners, SSC’s staff team continues to combine sector knowledge, technical expertise and a strong service ethos. Together, they enable SSC to extend its reach, strengthen governance standards across the charity sector, and support charities as they navigate both traditional compliance requirements and new technology-driven.

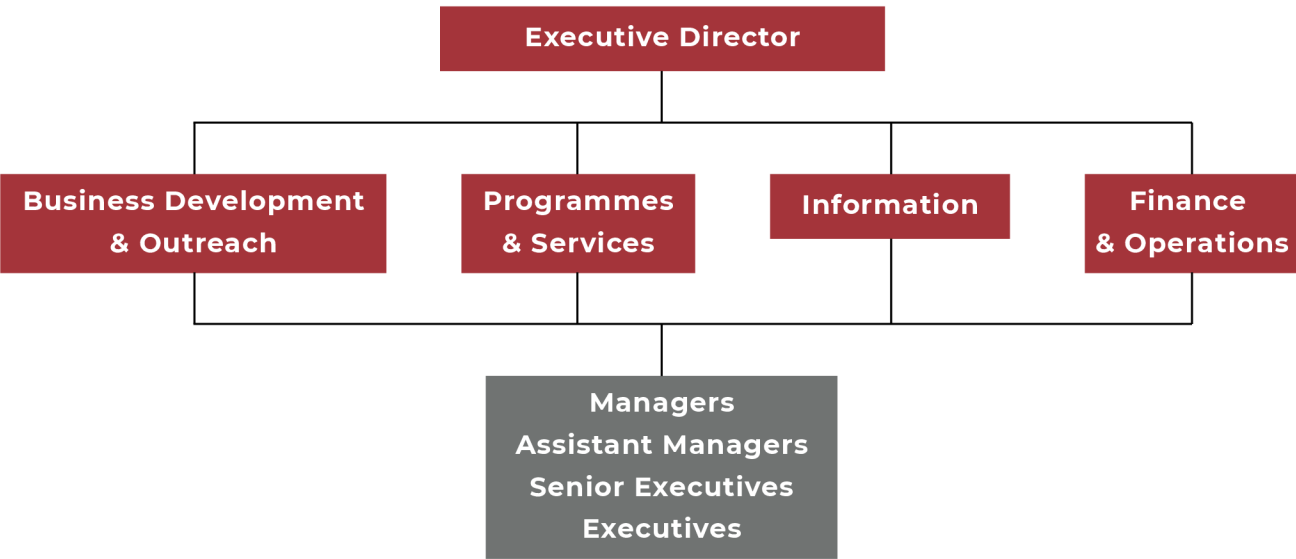
An example of such assistance is in the development of GovernUp, an AI powered service for which we thank Mr Philip Chong, retired partner of Deloitte and SSC P&S committee member.

Total annual remuneration of top 3 executives

Remuneration Band	Number of Executives
\$100,000 - \$199,999	3

**The charity has no paid staff who are close members of the family of the Executive Head or Board Members, who each receives total remuneration of more than \$50,000 during the year.*

Organisational Chart



Dr Leonard Lee
Executive Director
4 Mar 2026 - present

Dr Leonard Lee is a scholar from Singapore Management University, where he majored in Multi-Sector Collaboration and Business Administration, and holds a doctorate from Teesside University in the UK. With over 25 years of leadership experience in the nonprofit and social service sectors, he has developed deep expertise in governance, cross-sector partnerships, and organisational sustainability.

In his previous role, Dr Lee championed efforts to improve access to justice for unrepresented and vulnerable persons, leveraging innovation, knowledge management, and data analytics to bridge socio-legal gaps. By mobilising the strengths of the public, private, and people sectors, he advanced meaningful multi-sector collaboration to deliver more coordinated and impactful support.

As Executive Director of Shared Services for Charities, Dr Lee now focuses on galvanising the social sector through technology. He is committed to strengthening governance, enhancing transparency, and driving operational efficiency through digital transformation and shared platforms, helping charities build sustainable, future-ready organisations.

Anita Kaur
Senior Manager
25 Apr 2022 - present

Anita has over 20 years' experience in internal and external audits, risk and governance of various companies, gained at the big 4 accounting firms and commercial organisations. Anita has been involved in numerous reviews of not-for profit organizations including those under the purview of National Council of Social Service (NCSS), the Ministry of Health (MOH) and the Ministry of Education (MOE). She brings this depth of experience to deliver effective recommendations that build governance for clients. In addition to working with individual clients, Anita supports in the development of new services, is a presenter at SSC webinars and mentors more junior professional colleagues as part of management responsibilities. Anita is a Chartered Accountant (ICAEW) and is an Associate Certified Coach.)

Yeow Teng
Manager
15 Sep 2020 - present

Teng has over 20 years of experience heading the Finance function in companies across a broad range of industries in the UK and Singapore. At his last role with a major publication house, he was the Regional Finance Director overseeing the operations which include finance, human resources, IT in several jurisdictions across Asia-Pacific and Australia. At SSC, he is the Head of Information and Operations. In this role, he oversees finance and human resources, business development and fundraising. Teng is a qualified accountant (FCCA) and holds a Bachelor of Science in Management Science from University of Wales, UK. He is also a Board Member of the Singapore Christian Home where he is Assistant Treasurer and Audit Committee Member.

Angela Tan
Manager
1 Jan 2023 - present

Angela has over 10 years of experience in internal audit for various companies in marine manufacturing industries and non-profit organisations. Angela has been involved in the post implementation review of Enterprise Resource Planning Systems. At SSC, she is involved in governance related projects, such as risk assessment, and internal controls reviews. She also takes on technology related governance projects. She is a Chartered Accountant (Singapore), Certified Data Protection Officer Practitioner and a graduate from the London School of Economics majoring in Accounting and Finance.

SSC has been a recipient of the Charity Transparency Awards for many years, reflecting its sustained commitment to transparency, accountability and good governance. As a charity that supports governance strengthening across the sector, SSC seeks to lead by example through clear reporting, responsible stewardship and strong Board oversight.

Role of the Board

The Board provides overall stewardship and strategic direction for SSC. It is responsible for ensuring that SSC remains mission-focused, financially sustainable and accountable to its stakeholders. The Board oversees SSC's strategy, annual plans, financial performance, risk management, internal controls, governance standards and leadership succession. In 2025, the Board continued to guide SSC through an important period of transition and renewal. This included oversight of SSC's evolving service strategy, strengthening of its core governance and internal control services, and the development of new offerings such as GovernUp, "Are You Ready", impact reporting support and digital/AI-related capability-building services for charities.

The Board also provided guidance on SSC's partnerships with sector stakeholders, including regulators, funders, corporate partners and professional volunteers, to ensure that SSC remains relevant and responsive to the changing needs of the charity sector.

Board Composition and Independence

SSC's Board comprises directors with diverse professional backgrounds, including governance, audit, finance, legal, risk, technology, charity sector knowledge and leadership experience. This diversity enables the Board to provide balanced oversight and constructive challenge to Management.

Board members serve in a voluntary capacity and do not receive remuneration for their Board service. Directors are expected to act in the best interests of SSC and the wider charity sector, and to declare any actual, potential or perceived conflicts of interest. Where conflicts arise, the affected director is required to abstain from the relevant discussion and decision-making process.

Board Meetings and Attendance

The Board meets regularly to review SSC's strategic priorities, financial position, operational performance, key risks and major initiatives. Board papers are circulated in advance to support informed discussion and decision-making.

The Board meets regularly; on five occasions in 2025. Its committees also meet regularly, as needed for the programmes of the Board, their attendances are shown in the board directors and advisors and committees' sections.

Board Committees

To support effective oversight, the Board is assisted by Board Committees that provide focused review and recommendations in key areas. These may include committees overseeing audit, finance, governance, fundraising, programmes and services, depending on SSC's approved structure.

The committees support the Board by reviewing matters in greater detail before they are presented to the Board for consideration or approval. This enables more effective oversight of financial management, risk, internal controls, service quality, stakeholder engagement, fundraising and programme impact.

Risk Management and Internal Controls

SSC recognises that sound risk management and internal controls are essential to effective governance. The Board and Management monitor key organisational risks, including financial sustainability, service quality, cybersecurity, data protection, regulatory compliance, staffing capacity and reputational risk.

In 2025, SSC continued to strengthen its internal governance practices and operational controls. This included review of approval processes, service delivery standards, engagement terms and the responsible use of digital and AI-enabled tools. SSC also began placing greater emphasis on cybersecurity readiness, including preparations for cybersecurity certification and the strengthening of safeguards around digital services such as GovernUp.

Ethics, Compliance and Accountability

SSC is committed to acting with integrity and accountability in all aspects of its work. As a governance-focused charity, SSC seeks to model the standards it encourages other charities to adopt.

SSC maintains policies and procedures covering areas such as conflict of interest, financial approvals, procurement, data protection, whistleblowing, reserves management and donor accountability. These policies help ensure that decisions are made responsibly and that resources are used effectively in support of SSC's charitable objects.

SSC also continues to promote governance awareness in the sector through training, advisory support, internal control reviews, board governance services and other capability-building initiatives.

ESG and Sustainability

Although SSC is not a large operating charity with significant environmental impact, the Board recognises the importance of sustainability and responsible stewardship. SSC's ESG approach is reflected in how it manages its environmental footprint, supports social impact and upholds strong governance.

On the environmental front, SSC continues to encourage practical measures such as digital documentation, electronic communication, responsible use of office resources and reduced paper consumption where possible.

On the social front, SSC's work directly supports charities by helping them strengthen governance, internal controls, compliance, transparency and organisational effectiveness. Through its services, SSC contributes to a stronger and more trusted charity ecosystem.

On governance, SSC continues to place emphasis on Board oversight, accountability, risk management, ethical conduct, transparent reporting and responsible decision-making.

Impact Reporting

SSC began looking at measuring its impact several years ago. We have over this time collated data on jobs done, charities served, the scope of the projects carried out, number of people from charities using our work.

Governance, the area in which our activities are centred, is abstract and its effect intangible. In short, quantitative data alone is not enough.

We want to capture the essence of our impact to answer the questions in the minds of donors, volunteers, regulators and all our other stakeholders. These include: "What value SSC has brought to charities?" and whether our specialist skills have made a difference.

We therefore need qualitative assessments, possibly a wider span of client charities. The endeavour will be challenging but enable a better appreciation of how and where best to channel our collective effort.

To put information together in an impact report will require deliberation and solicitation of feedback and reaction from our charity clients. The endeavour will be challenging but not insurmountable. This process will also serve us well as we too work with charities on their impact reporting. Our commitment therefore is to produce our first impact report in 2027 in conjunction with the 2026 annual report.

Looking Ahead

In 2026, SSC will continue to strengthen its governance practices as it expands its services and partnerships. Key areas of focus include Board renewal and onboarding, cybersecurity readiness, digital governance, impact measurement, service quality, funding sustainability and stronger engagement with charities and sector partners.

As SSC grows its role as a sector enabler, the Board remains committed to ensuring that SSC is governed with integrity, independence and impact. This commitment will continue to guide SSC as it supports charities in building trust, strengthening governance and serving the community more effectively.



Partners & Volunteers

Our work is strengthened by partners and volunteers who share our commitment to raising governance standards and building a stronger charity sector.

In 2025, we were grateful for the support of the **Ministry of Culture, Community and Youth (MCCY)** in promoting good governance across the charity sector. Through this partnership, SSC continued to contribute to sector-wide efforts to encourage charities to strengthen their policies, practices and accountability frameworks, helping to build public trust and confidence.

We were also pleased to partner **Wild Rice** (featuring The Emperor's New Clothes) on a fundraising initiative that brought together the arts, philanthropy and community support. The collaboration not only helped raise funds for SSC's mission, but also created a meaningful platform to engage supporters and raise awareness of the importance of strong governance foundations for charities.



Wild Rice's production of The Emperor's New Clothes.

SSC's programmes and services also continued to benefit from the contribution of skilled professional volunteers. We are especially thankful to the **Accountant-General's Department (AGD)** and **Ernst & Young (EY)** for providing audit professionals who supported our work. Their expertise strengthened SSC's ability to deliver practical, professional guidance to charities and enhanced the quality of support we provide to the sector.

We also remain deeply appreciative of our **individual volunteers** who gave their time to support SSC's administrative and operational needs. Though often behind the scenes, their contributions helped ensure the smooth running of our office and programmes throughout the year.

Every partnership and every volunteer contribution helps SSC do more with limited resources. Whether through promoting governance, supporting fundraising, contributing professional expertise or assisting with administration, our partners and volunteers make it possible for SSC to extend its reach and deepen its impact. We thank all who journeyed with us in 2025 and look forward to building these relationships further in the years ahead.

Our partners in 2025



Sponsors & Donors

Shared Services for Charities Ltd (SSC) is deeply grateful to the sponsors and donors whose generosity makes our work possible. Their support enables SSC to continue providing practical governance guidance, subsidised services and capability-building support to charities across Singapore, helping organisations strengthen accountability, resilience and public trust.

Among our key supporters is **SGX Group**, through **SGX Cares Bull Charge**, SGX's long-running corporate charity initiative that brings together the business and wider community to raise funds for charities in Singapore. As one of the beneficiaries of **SGX Cares Bull Charge Run 2025**, SSC was honoured to receive support for our **Governance Improvement Programme**, which helps charities strengthen governance, internal controls, compliance and organisational effectiveness.



President Tharman with SGX Group representatives.

We are especially appreciative of SGX's continued partnership over the years. In 2025, this support enabled SSC to help charities strengthen their governance and organisational resilience, while also supporting workshops that updated charities on developments in the Charity Code and related governance expectations. This has helped charities build stronger foundations so that they can continue serving their beneficiaries with integrity, focus and effectiveness.

SSC also gratefully acknowledges the support of **Lee Foundation, BinjaiTree, Tote Board** and our **regular donors and private contributors**. Their giving is vital to SSC's ability to sustain day-to-day operations, keep services affordable for charities, and invest in new areas of support that charities increasingly need. These contributions help SSC not only maintain its established governance services, but also develop and introduce new offerings such as **Are You Ready, GovernUp** and **Impact Reporting** to meet emerging sector needs.

In 2025, SSC partnered with **60 charities** and completed **138 governance-related projects**, while also conducting workshops attended by over **50 participants** from various charities. Since inception, SSC has partnered with **370 charities** and completed **2,600 governance-related projects**. Through this multiplier effect, donor support to SSC benefits not just individual organisations, but also the many communities and beneficiaries those charities serve.

Donor support allows SSC to help charities operate more safely, efficiently and effectively. It strengthens their governance systems, improves financial stewardship, enhances board and management practices, and supports the development of better policies, controls and reporting. In turn, charities are better placed to protect resources, build stakeholder confidence and focus on delivering meaningful impact to the people they serve.

We extend our heartfelt appreciation to **SGX Cares Bull Charge, Lee Foundation, BinjaiTree**, and all our donors for their confidence in SSC's mission. Your support strengthens not only SSC, but also the wider charity sector in Singapore by enabling charities to build stronger governance, embrace new capabilities and serve with greater trust, resilience and impact.

SSC Annual Seminar

Are You Ready? Building Trust, Staying Mission-True, Growing Impact



Charity leaders, partners and sector stakeholders gathered at SSC's 14th Annual Seminar on 24 July 2025 to discuss governance, mission clarity, impact reporting and organisational readiness.

The seminar opened with Chairman **Gan Seow Ann**'s address, which placed charities' lived experience at the centre of the day's programme. Drawing on SSC's work with the sector, he acknowledged the pressures many charities face in balancing mission delivery with governance, compliance, fundraising and digital change. At the same time, he reaffirmed SSC's role as a practical partner to charities, committed to helping them build stronger foundations for trust and impact. In 2025, SSC had supported **60 charities across 138 projects**, a reflection of both the complexity of needs in the sector and the continued demand for accessible governance and capability support.

On **24 July 2025**, SSC held its **14th Annual Seminar** at the **SGX Auditorium**, bringing together **charity leaders, corporate partners, regulators and sector stakeholders** for a forward-looking conversation on governance, mission clarity, impact reporting and organisational readiness. Under the theme **"Are You Ready?"**, the seminar reflected the realities charities are navigating today: tighter resources, rising expectations, growing scrutiny and the need to remain trusted, resilient and relevant.



The fireside chat on mission drift highlighted the importance of staying anchored in a charity's constitution, vision and purpose.

"SSC exists because of you and for you."

Gan Seow Ann
Chairman, SSC

A central highlight of the seminar was the fireside chat with **Commissioner of Charities Desmond Chin**, moderated by **Uantchern Loh**, on the theme of mission drift. The discussion addressed one of the most fundamental risks facing charities: how organisations can gradually move away from their original purpose through leadership change, external pressures or opportunities that appear attractive but are misaligned with mission. The Commissioner stressed that a charity's **constitution, charitable objectives and vision** should remain its anchor, and that boards must have the discipline and courage to keep the organisation on course.

He reminded participants that a charity's vision should function as **"your North Star"**, while mission provides the path for getting there. He also encouraged charities to adopt **three-year plans reviewed annually**, so that boards and management can deliberately assess what remains relevant, what needs adjustment and what should be let go. The conversation was a timely reminder that good governance is not only about compliance, but about preserving purpose and ensuring that decisions remain aligned with why an organisation exists.

"Your vision statement is your North Star."

*Desmond Chin
Commissioner of Charities*



Chairman Gan Seow Ann opened the seminar by affirming SSC's commitment to supporting charities through rising governance demands and a changing sector landscape.



Panellists from across the sector explored how charities can measure and communicate impact credibly, practically and transparently.

The seminar then turned to **"Impact and Reporting – 360-Degree Perspectives"**, a panel discussion that brought together voices from **Lumina Impact**, **Black Sun Asia Pacific**, **SUSS**, **NCSS** and **SSC**. Framed around **GEC Principle 1**, the session explored how boards and leadership teams can better monitor, evaluate and communicate outcomes and impact. The panel made clear that impact reporting is no longer just a communications exercise; it is a matter of governance, accountability and stakeholder trust.

Real-time audience polling added an important layer of reflection. As captured in the seminar snapshot, only **17%** of boards reviewed strategy at every meeting, while **35%** did so annually. These findings underscored the need for stronger board ownership of strategy and outcomes. The panel encouraged charities to focus not on perfect but impractical systems, but on clear, credible and useful evidence that can guide decisions and strengthen confidence among donors, funders and stakeholders.

"Good-enough metrics beat perfect-but-unused ones."

Seminar takeaway

A key feature of the day was the launch of SSC's new services, which reflected the organisation's continued evolution in response to sector needs. **GovernUp** was introduced as **"Your Living Governance Assistant"**, a charity-focused platform designed to make governance more alive, accessible and actionable. SSC also presented **"Are You Ready?"**, a crisis-readiness programme aimed at helping charities ask difficult questions early, surface vulnerabilities and strengthen resilience before problems escalate. Together, these offerings signalled SSC's shift toward more preventive, practical and technology-enabled support for charities.

The seminar also marked the signing of an MOU with **Lumina Impact**, reflecting SSC's commitment to partnership in building more affordable and accessible impact-reporting support for the sector. This partnership reinforced one of the clearest messages of the day: that the challenges facing charities are best addressed not in isolation, but through collaboration, shared learning and practical tools that can be adopted by organisations of different sizes and capacities.

In all, the Annual Seminar 2025 served as both a reflection of the sector's current realities and a statement of SSC's direction for the future. The event reaffirmed that charities must remain anchored in mission, disciplined in governance, clearer in demonstrating impact and better prepared for change. It also affirmed SSC's role as a trusted sector partner, walking with charities as they build trust, strengthen capability and serve their communities with greater confidence and purpose.

"We don't believe governance is about ticking the box. We believe it is about trust."

*Gan Seow Ann
Chairman, SSC*



Strengthening charities for a more complex future

SSC's programmes and services are developed specifically for charities and non-profit organisations, with the aim of strengthening governance, improving organisational resilience and enabling charities to serve with greater confidence and effectiveness.

In 2025, alongside our established core services, SSC expanded its offerings to meet the sector's evolving needs in governance readiness, digital enablement and impact accountability. This included the introduction and development of Are You Ready, GovernUp and Impact Reporting, alongside our traditional services in internal controls, policies and procedures, risk assessment, data protection and governance advisory. Together, these services reflect SSC's continued commitment to helping charities remain well-governed, resilient and future-ready.

New Services for a Changing Sector

In 2025, SSC developed new services to respond to the changing needs of charities operating in an increasingly demanding environment. As governance expectations evolve and organisations face greater complexity in areas such as technology, accountability and organisational readiness, SSC has sought to provide practical support that helps charities strengthen their foundations while preparing for the future.

Are You Ready

Introduced in 2025, Are You Ready is a practical governance readiness programme that helps charities assess where they stand, identify key gaps and take clear next steps towards stronger governance and operational preparedness.

Designed as an accessible starting point, the programme supports charities in reviewing their current practices in areas such as board oversight, internal controls, policy documentation and organisational readiness. By helping charities build a clearer picture of their present state, Are You Ready provides a practical pathway towards stronger foundations and greater confidence.

GovernUp

GovernUp was developed as a more structured and forward-looking governance and capability-building service for charities. It reflects SSC's direction of combining governance expertise with practical tools, structured support and scalable approaches to governance improvement.

GovernUp supports charities in strengthening governance through better documentation, oversight, monitoring and policy management. It is intended to help organisations move beyond one-off compliance exercises towards a more sustained and organised approach to governance and resilience.

Impact Reporting

In 2025, SSC also advanced its work in Impact Reporting in response to growing interest from charities in demonstrating outcomes and strengthening accountability.

This service helps charities think more clearly about the difference they make, how outcomes can be assessed, and how impact can be communicated meaningfully to boards, funders, donors and other stakeholders. In doing so, it supports stronger reporting, better organisational learning and a more deliberate link between mission, programmes and results.

“Strong governance is not static. It must keep evolving to meet new realities, new risks and new expectations.”

Established Services That Continue to Matter

Alongside these new services, SSC continued to deliver its established core services, which remain highly relevant to charities across different sectors and stages of development. These traditional service areas continue to form the backbone of SSC's support to the sector and play an important role in strengthening accountability, safeguarding resources and supporting effective operations.

Internal Control Review

SSC's Internal Control Reviews continue to form a substantial part of our work with charities. These reviews help organisations assess whether key controls, processes and oversight arrangements are operating effectively and consistently, while identifying practical areas for improvement.

Policies and Procedures Consultation

SSC also supports charities in documenting and operationalising their policies and procedures in a clear, practical and consistent way. This work helps charities strengthen compliance, improve clarity in operations and establish stronger governance foundations.

Risk Assessment

Risk Assessment remains an important service for charities seeking a structured way to identify, evaluate and manage risks that may affect the achievement of their objectives. SSC supports leadership teams in building risk awareness and developing practical risk management approaches.

PDPA and Data Protection Services

SSC continued to help charities review and strengthen their policies and practices for the collection, use and safeguarding of personal data. As charities handle sensitive information relating to donors, staff, volunteers and beneficiaries, data protection remains an important area of governance and trust.

Governance Reviews and Guided Compliance Support

SSC also continued its practical work in governance reviews and guided compliance support, helping charities understand and apply governance expectations in a way that is proportionate, practical and suited to their own structures and needs.

Technology, IT Governance and Cybersecurity

Building on increasing interest in technology-related governance and cybersecurity, SSC further strengthened its support in this area in 2025. These services help charities improve digital safeguards, strengthen resilience and operate with greater confidence in an increasingly digital environment.

“By strengthening governance, charities strengthen their ability to serve.”

As charities face increasing complexity from regulatory demands, digital risks and stakeholder expectations, SSC remains committed to providing practical, relevant and forward-looking support. By combining strong governance fundamentals with newer services in readiness, digital capability and impact accountability, SSC continues to help charities build stronger foundations for sustainable impact.

“Our role is to help charities build strong foundations today, so they can meet tomorrow with greater confidence.”

Funding & Governance Policies

Funding

SSC's programmes and services are developed specifically for charities and non-profit organisations. To make these services affordable, very minimal fees are charged, well below market rate. We rely on sponsorship, generous donations, and occasional grants from the government to help sustain our operations.

Conflict of Interest

The Board has established a Conflict of Interest Policy for identifying and managing potential conflicts. Directors and staff undertake to declare any situation of conflict or potential conflict that may arise, they abstain from decision-making and related discussion in such instances to allow a fair and transparent decision-making process. They are also required to make a negative affirmation annually.

Reserves & Investments

SSC aims to build a reserve that is equivalent to two years of its operating expenses in the longer term, to support continuity in services to our clients. The required size of reserves is reviewed annually for adequacy for SSC's operations. Minimal cash in current account is for operational expenditures. Other funds are held in bank fixed term deposits, subject to a cap on total exposure to any one financial institution to minimize credit risk.

Loans

SSC does not give any loans to any director, employee, board committee member or any other parties. Neither does SSC receive loans.

Donations

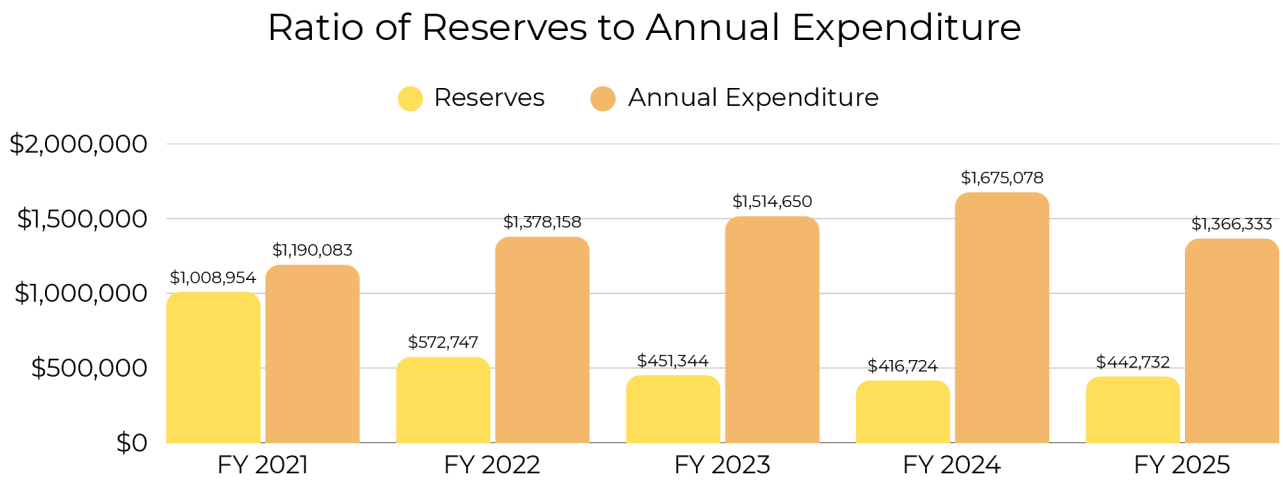
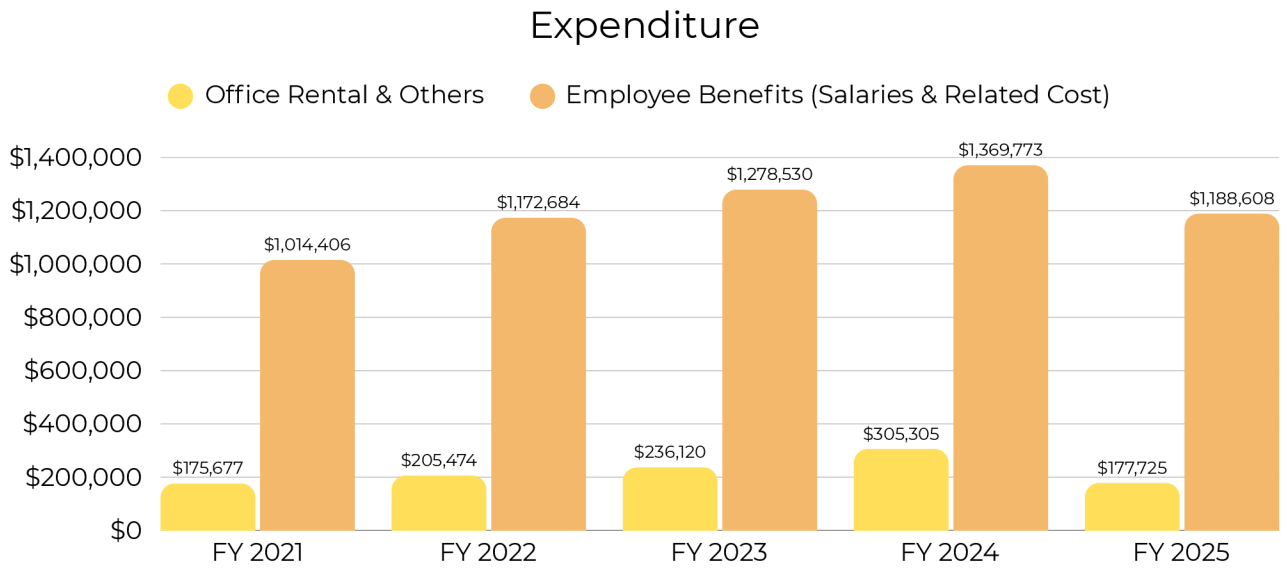
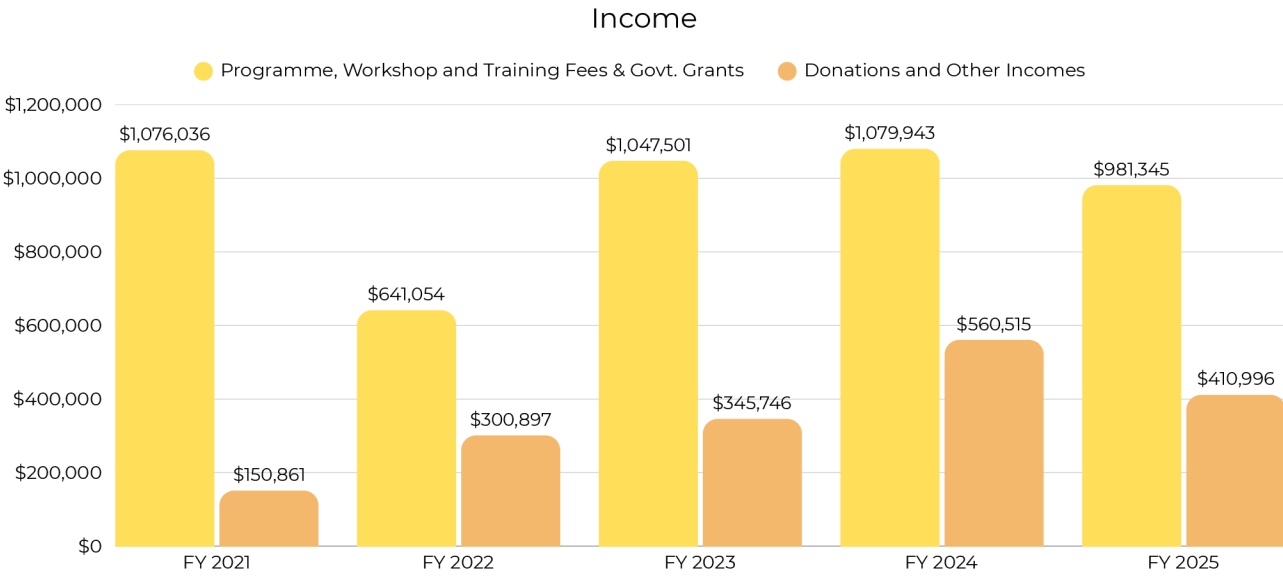
Donations to SSC may be in the form of cheque, cash, NVPC's Giving.sg platform or PayNow. Tax deductible receipts are issued for all donations of \$50 and above where donors' particulars are provided. SSC does not make donations to any external parties.

Other Policies

In addition to the above, the Board has approved various policies to delineate roles and responsibilities and provide guidance to the management including:

- Board Kit
- Consultants Policies & Procedures
- Data Protection Policy
- Document Retention Policy
- Finance Policies & Procedures
- Fund-Raising Policies & Procedures
- Human Resource Policies & Procedures
- IPC Renewal Procedures
- IT Policies & Procedures
- Media & Communications Policies & Procedures
- Volunteer Management Policies & Procedures
- Whistle-Blowing Policies & Procedures

Highlights



Financial Statements

Statement of Financial Activities

For the financial year ended 31 December 2025

	<u>2025</u>	<u>2024</u>
	\$	\$
<u>INCOME</u>		
Income from generated funds		
- Donations	374,186	195,811
- Proceeds from fund raising activities	36,810	364,704
Income from charitable activities		
- Programme fees income	736,990	802,960
- Government grants	197,905	255,733
- Workshop and training fees income	<u>46,450</u>	<u>21,250</u>
Total Income	<u>1,392,341</u>	<u>1,640,458</u>
<u>EXPENDITURE</u>		
Charitable activities	1,355,423	1,664,443
Governance costs	<u>10,910</u>	<u>10,635</u>
Total Expenditure	<u>1,366,333</u>	<u>1,675,078</u>
Surplus/(deficit) for the financial year	<u>26,008</u>	<u>(34,620)</u>

Statement of Financial Position

As at 31 December 2025

	<u>2025</u>	<u>2024</u>
	\$	\$
<u>ASSETS</u>		
<u>Non-Current Asset</u>		
Plant and equipment	<u>18,719</u>	<u>28,707</u>
	<u>18,719</u>	<u>28,707</u>
<u>Current Assets</u>		
Trade receivables	110,457	102,010
Other receivables	231,267	282,523
Cash and cash equivalents	<u>266,580</u>	<u>208,899</u>
	<u>608,304</u>	<u>593,432</u>
Total Assets	<u>627,023</u>	<u>622,139</u>
<u>FUNDS AND LIABILITY</u>		
<u>Funds</u>		
Accumulated unrestricted funds	<u>442,732</u>	<u>416,724</u>
Total Fund	<u>442,732</u>	<u>416,724</u>
<u>Current Liability</u>		
Other payables	153,791	205,415
Contract liabilities	<u>30,500</u>	<u>-</u>
Total Liability	<u>184,291</u>	<u>205,415</u>
Total Fund and Liability	<u>627,023</u>	<u>622,139</u>

Statement of Changes in Funds

For the financial year ended 31 December 2025

	<u>Accumulated Unrestricted Funds</u>
	\$
Balance at 1 January 2024	451,344
Deficit for the financial year	<u>(34,620)</u>
Balance as at 31 December 2024	416,724
Surplus for the financial year	<u>26,008</u>
Balance at 31 December 2025	<u><u>442,732</u></u>

Statement of Cash Flows

For the financial year ended 31 December 2025

	<u>2025</u>	<u>2024</u>
	\$	\$
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>		
Surplus/(deficit) for the financial year	26,008	(34,620)
Adjustments for:		
Depreciation on plant and equipment	<u>11,950</u>	<u>20,023</u>
Loss on disposal of plant and equipment	<u>-</u>	<u>26,208</u>
	<u>11,950</u>	<u>46,231</u>
Operating surplus before working capital changes	37,958	11,611
Decrease/(increase) in receivables	<u>42,809</u>	<u>(30,132)</u>
(Decrease)/increase in payables	<u>(21,124)</u>	<u>36,649</u>
Changes in working capital	<u>21,685</u>	<u>6,517</u>
Net cash from operating activities	59,643	18,128
<u>CASH FLOWS FROM INVESTING ACTIVITY</u>		
Purchase of plant and equipment	<u>(1,962)</u>	<u>(27,195)</u>
Net cash used in investing activity	<u>(1,962)</u>	<u>(27,195)</u>
Net increase/(decrease) in cash and cash equivalents	57,681	(9,067)
Cash and cash equivalents at beginning of the financial year	<u>208,899</u>	<u>217,966</u>
Cash and cash equivalents at end of the financial year	<u><u>266,580</u></u>	<u><u>208,899</u></u>

Code of Governance for Charities and IPCs

Governance Evaluation Checklist for SSC

1 Jan 2025 - 31 Dec 2025

Tier 2

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity's infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2

9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2

13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Partial Compliance	Directors are appointed upon recommendation by incumbent Board Members and evaluation by the Chairman and at least one other Board Member. The board then proposes the appointment for approval of members of SSC at a general meeting. All new Board Members undergo an induction programme conducted by the Executive Director, with the use of the Board Kit. The board assesses its performance every 3 years or sooner and takes steps to improve its effectiveness which may include appointments to the Board or Board Committees taking account diversity, skills and experience. The SSC constitution requires every director being re-elected after the ninth year in office, to be assessed at general meeting as bringing advantages that outweigh the disadvantages of their continuation in the role.	1
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2

17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2

26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2

34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

Total Score 75

Percentage = 99%

(Total Score/Full Marks of 76) x 100%

Charities Served

Tier 1

- Small and Medium
- Non-IPC Charities
- With gross annual receipts or total expenditure (whichever is higher) from \$50,000 to less than \$10 million.



Arts & Heritage

- Youth Harmony



Social & Welfare

- Association of Women for Action and Research
- K9Assistance (Limited)
- Unlocking ADHD Ltd



Education

- Anglo Chinese School (Independent)
- Methodist Girls's School (Secondary)



Others

- Asian Venture Planthropy Network
- Civilians Association (Singapore)
- Cyber Youth SG Ltd
- Mandai Nature Fund Ltd
- The HEAD Foundation



Religious

- Christ Methodist Church
- Living Water Methodist Church
- Mount Carmel Bible Presbyterian Church
- New Life Bible-Presbyterian Church
- Nichiren Shoshu Buddhist Association
- Pentecoastal Church of Singapore
- Providence Presbyterian Church
- Sembawang Bible-Presbyterian Church
- Tiong Ghee Temple
- Trinity Annual Conference
- Trinity Methodist Church
- Wesley Methodist Church
- Orchard Road Presbyterian Church

Tier 2

- All IPCs
- Large Non-IPC Charities
- With gross annual receipts or total expenditure (whichever is higher) of \$10 million or more.



Arts & Heritage

- Singapore Repertory Theatre Ltd
- The TENG Company Ltd
- Wild Rice Ltd



Health

- All Saints Home
- Brahm Centre Ltd
- Cheng Hong Welfare Service Society
- Children's Cancer Foundation
- Dementia Singapore Ltd
- HCA Hospice Care
- Kampungkakis Limited
- Kidney Dialysis Foundation Limited
- Ling Kwang Home for Senior Citizens
- O'Joy Limited
- Singapore Buddhist Free Clinic
- Singapore Heart Foundation
- SMA Charity Fund
- St. Luke's ElderCare Ltd.
- St. John Singapore



Education

- Dyslexia Association of Singapore
- St Gabriel's Foundation
- The Girls Brigade Singapore



Religious

- Central Sikh Gurdwara Board
- Central Christian Church
- Hindu Endowments Board
- Sagaramudra Buddhist Society



Social & Welfare

- alife Limited
- Ambulance Wish (Singapore) Ltd
- Association of Women for Action and Research
- Babes Pregnancy Crisis Support
- Breakthrough Missions Ltd
- Buddhist Compassion Relief Tzu-Chi Foundation
- Canossaville Children and Community Services
- Children's Aid Society
- Daughters of Tomorrow Limited
- EN Community Services Society
- Focus on the Family Singapore Ltd
- Foundation of Rotary Clubs (Singapore) Ltd
- Geylang East Home for the Aged
- Handicaps Welfare Association
- HealthServe Ltd
- HEB-Ashram Halfway House
- Hope Initiative Alliance
- Humanitarian Organization for Migration Economics (HOME)
- IC2 PreHouse Limited
- Kampong Kapor Communities Services
- Kampung Senang Charity and Education Foundation
- Lakeside Family Services
- Lions Community Service Foundation (Singapore)
- Limitless Limited
- Pertapis Education and Welfare Centre
- Presbyterian Community Services
- Sikh Welfare Council
- Singapore Anti-Narcotics Association
- Singapore Association of the Visually Handicapped
- Singapore Council of Women's Organisations (SCWO)
- Society of Sheng Hong Welfare Services
- South Central Community Family Services Centre Limited
- Teen Challenge
- The Food Bank Singapore Ltd
- The Helping Hand
- The Singapore Association for the Deaf
- The Singapore Cheshire Home
- Thye Hua Kwan Moral Charities Limited
- Tomowork Ltd
- United Women Singapore
- Very Special Arts Singapore Led (ARTDIS)
- YMCA of Singapore

Company Information

Company Registration Number

200823086Z

Registered Under Company Act, (Chapter 50)

Company Limited By Guarantee and Not Having A Share Capital

Incorporation Date

12 December 2008

Registered Address

171 Chin Swee Road, CES Centre, #04-10, Singapore 169877

Date Registered as a Charity Under the Charities Act

02 July 2009

Date Approved as an Institution of a Public Character (IPC)

10 July 2022

(last renewal approved with validity till 31 August 2028)

Company Secretaries

Ms Lin Moi Heyang & Ms Tang Pei Chan

Banker

DBS Bank Limited

Auditors

Lo Hock Ling & Co

Members

Mr Hsieh Fu Hua
Mr Philip Tan Eng Seong
Mr Kaka Singh S/O Dalip Singh
Mr Gan Seow Ann