

TOGETHER, WE WRITE TOMORROW

Annual Report 2025



OUR TRANSITION TO CHILDREN'S AID LIMITED

As of 31 August 2025, the operations of Children's Aid Society have transitioned from a registered society to Children's Aid Limited, a company limited by guarantee.

This move allows us to adopt a more formal and widely recognised organisational structure, while remaining anchored in the purpose that has shaped our work over the years.

Our purpose, vision, and mission remain largely unchanged. Children's Aid Limited is a registered charity with Institution of a Public Character (IPC) status, and we continue to deliver our programmes and services with the same commitment to supporting children, youths, and families.

We are grateful for the continued trust and support, and we look ahead to building on this next chapter together.

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ABOUT CAS



ABOUT US



Established in 1902, Children's Aid Society (CAS) is amongst Singapore's oldest secular philanthropic organisations. Through our two services, Melrose Home and Melrose Care, we provide residential care and specialised therapies to support children and youths who have experienced adverse life circumstances such as abuse or neglect.

Our services seek to mitigate the impact of these circumstances so that the children and youths have better outcomes in terms of mental health, educational attainment and can engage in healthy relationships with peers.



MELROSE HOME

A residential home offering round-the-clock care and support to children and youths experiencing adverse family circumstances or child protection issues



MELROSE CARE

A community-based agency offering subsidised counselling and specialised therapies for children, youths, and their families



OUR MISSION

To help children and young persons in need so that they succeed and contribute to family and society

OUR VISION

Successful Lives

Stable Families

Strong Community

MESSAGE FROM OUR PATRON



MR DESMOND LEE

Minister for Education and
Minister-in-charge of
Social Services Integration

For over a century, Children's Aid Society (CAS) has supported vulnerable children and youths facing complex circumstances with care that is both grounded and forward-looking. Today, as the world changes rapidly and the needs of young people in Singapore evolve in tandem, this work remains deeply relevant. We face an array of challenges ranging from economic disruptions, to the need to adapt well to rapid technological advances. These do not just affect adults – they affect our children too. To address these challenges and support our next generation, we must stick together as a “We First” society that uplifts all of its members. CAS's work in supporting vulnerable youths to flourish and develop to their fullest potential exemplifies this commitment.

One particularly meaningful effort to advance this work is the development of Melrose Village, where CAS is reimagining residential care and mental wellness,

with a focus on dignity, safety, and successful long-term outcomes. Melrose Village will incorporate international standards as it brings together living, learning, therapy, and recreation to create a space where vulnerable youths can heal, grow, and build the skills and confidence to follow their dreams.

CAS has also been doing important research to better understand and support young people as they transition from care arrangements into independent living. Supporting youths through this phase of entering adulthood is critical to help them establish a strong foundation for their future, and CAS's findings underscore the importance of early preparation and thoughtful reintegration into the community.

Such efforts will help young people pursue education, enter the workforce, and form positive relationships – the building blocks that position them not only to build stable, fulfilling lives, but also to participate actively in society and contribute meaningfully to the communities around them.

Healing and growth require time, sustained resources, and many helping hands. Indeed, CAS's work is a team effort: from CAS EXCO members and staff, to donors, volunteers, and friends. As CAS continues its work — from everyday care to long-term developments such as Melrose Village — I welcome more partners to come on board and pitch in with time, energy, and resources. Your contributions will make a real difference to our next generation. I would also like to express my sincere appreciation to the staff, partners, donors, volunteers, and supporters whose efforts make CAS's vision and goals a reality. Your commitment makes this work possible, and your belief in its purpose continues to carry it forward.

I look forward to many more years of meaningful work by CAS, providing children and youths with the care and guidance they need as they move forward.



MESSAGE FROM OUR CHAIRMAN

JOHN LIM

Chairman

CAS's journey over the past year has been one of reflection, responsibility, and renewal. As an organisation with over 120 years of history, we recognise that our duty extends beyond present needs to ensuring that the Society remains strong, trusted, and well-governed for generations to come.

The transition from a Society to a Company Limited by Guarantee marks an important step in strengthening governance and accountability. This structure provides clearer oversight, stronger stewardship, and a more robust framework to support the organisation's long-term sustainability. Throughout this transition, the EXCO has worked closely with management to ensure continuity of services while reinforcing governance standards.



Over the year, the EXCO has also expanded, bringing together members with diverse expertise to guide the organisation through a period of significant change. We remain focused on providing strategic direction, exercising prudent oversight, and safeguarding the organisation's mission as it navigates both opportunities and risks.

The Melrose Village Groundbreaking Ceremony marked a particularly significant moment in our history. For many of us, standing at the groundbreaking was a reminder of how far we have come and how much responsibility we carry as we build for the next chapter. Melrose Village represents more than new infrastructure; it reflects our commitment to shaping an environment that responds to the realities children and youths face today.

As part of this vision, we are still fundraising to reach the remaining \$13 million needed for Melrose Village, with a target to achieve this by 2027.

As we undertake long-term developments such as Melrose Village, financial stability remains a central priority. The EXCO continues to oversee careful planning to ensure that everyday services remain well-supported while future commitments are responsibly managed.



In parallel, the EXCO has strengthened its focus on risk management and compliance, including safeguards against the misuse of funds and measures to uphold regulatory requirements. These efforts are essential in protecting the integrity of the organisation and maintaining the trust placed in us by donors, partners, and the wider community.

On behalf of the EXCO, I would like to extend our heartfelt thanks to our Patron, Minister Desmond Lee, for his steadfast support over the years in making Melrose Village a reality. I also wish to thank our staff for their professionalism and commitment, our partners for their collaboration, and our donors and supporters for their confidence in the organisation. The EXCO remains committed to ensuring that CAS is well-positioned to continue supporting children, youths, and families in the years ahead.

MESSAGE FROM OUR EXECUTIVE DIRECTOR

ALVIN GOH

Executive Director



The past year has been both demanding and defining for CAS. Alongside our daily work with children, youths, and families, we undertook the transition from a Society to a Company Limited by Guarantee. This was achieved through the dedication of staff who carried this additional responsibility while continuing to provide care and support on the ground. I am deeply grateful to the team for their perseverance, and to our EXCO members for their guidance and steady counsel throughout the process.

At Melrose Home, I continue to witness moments that reflect the depth of care and intention behind our work. One such moment was when care leavers prepared meals for volunteers and the Social Care team — a simple yet meaningful gesture that reflected growth, confidence, and a sense of belonging. These moments remind us that progress is often seen not only in milestones, but in everyday interactions.

Reintegration has always been central to our approach at Melrose Home. From the moment a young person joins us, our care plans are shaped with their future in mind, whether that journey leads back to family or towards independent living. Preparation cannot wait until the point of transition. It begins early, shaped through practical skills, trusted relationships, and consistent support.

I think often of a young man who, during his time at Melrose Home, was eager to move on quickly. He aged out two years ago, and recently returned to visit. He shared that while his time at the Home was not without

its struggles, he now recognises how much he gained in terms of structure, guidance, and people who did not give up on him. The fact that he chose to return, and that he remains connected to us, is something I hold close.

Across Melrose Care, our team continues to provide responsive, high-touch support for children, youths, and families with complex needs. This work calls for consistency, skill, and emotional commitment, often in moments that are not straightforward and do not have immediate answers. I am grateful to our clinicians who carry out this work each day with professionalism and dedication.

We remain attentive to how we can better engage those we support. One such effort was our collaboration with Trybe to conduct a series of art therapy workshops, creating space for young people to express and make sense of their experiences. You can read more about this in the report.

Looking ahead, the coming years will be pivotal. Preparations for the move to Melrose Village are already underway, with careful operational planning and cost management to ensure a smooth transition for staff and the young people we support. While the facility is expected to be ready in 2027, the work of preparing for it has already begun.

At the same time, we continue to navigate an increasingly complex regulatory and compliance environment. From financial safeguards to operational protocols, these responsibilities are essential to maintaining the integrity of our work. I am thankful to our teams for managing these demands alongside their core responsibilities.

One of the most encouraging aspects of the year has been engaging with donors and partners who take a genuine interest in the people behind the work. Many have shared that what stands out most is the commitment and care demonstrated by our staff. It is heartening to see that the dedication of our teams is recognised and valued.

The work is never carried out by one group alone. It is sustained by a community. To our EXCO, staff, partners, donors, and volunteers — thank you for your commitment and belief in what we are building together. I also extend my appreciation to our Patron, Minister Desmond Lee, as well as MSF and the National Council of Social Service (NCSS) for your guidance and partnership. Your trust enables us to continue this work with conviction and care.



OUR IMPACT



HIGHLIGHTS OF 2025



MELROSE VILLAGE GROUNDBREAKING CEREMONY

On 27 March 2025, we marked a significant milestone with the Melrose Village Groundbreaking Ceremony. More than 100 donors and partners who have journeyed with us gathered to witness the start of a development made possible by their steady support and belief.

We were honoured to be joined by our Guest of Honour and Patron, Mr Desmond Lee, Minister for Education and Minister-in-charge of Social Services Integration, and Special Guest Ms Sim Ann, Senior Minister of State at the Ministry of Foreign Affairs and Ministry of National Development, and Member of Parliament for Holland Bukit Timah GRC.

The ceremony was a moment to recognise the many hands and hearts behind the project, and to look ahead to the work that continues as we build a space designed to better support children and youths in the years to come.



Find out
more about
[Melrose Village](#)

RESEARCH STUDY ON CARE LEAVERS

On 23 July 2025, we launched a research study conducted in collaboration with Quantedge Foundation (Singapore). The study examines the Housing Programme under Thrive21+, a three-year initiative by Melrose Home, funded by CapitaLand Hope Foundation. The programme supports youths aged 17 and older as they prepare to age out of residential care.

Drawing on surveys with Melrose Home youths and interviews with staff members, the study looks at the housing challenges care leavers face as they move into independent living. It also highlights how the Housing Programme has shaped their transition and captures practical lessons from its implementation.



More than 130 social service professionals and partners joined us for the launch to reflect on what it takes to better support care leavers, and how we can respond more thoughtfully to the realities they face.



Read the
[Executive Summary](#) or
access the [Full Report](#)

MOVIE FOR GOOD

On 14 June 2025, our CAS community gathered at Golden Village VivoCity for Movie for Good, featuring Karate Kid: Legends. The afternoon screening raised over \$82,000, a heartening show of generosity that strengthens our work with children and youths.



Thank you to our donors and partners who made the event possible, turning a simple afternoon at the movies into a shared effort to stand with our young people!

• PLATINUM •
PARTNERS

conexus
DESIGNED TO CONNECT



Kuang Yong Auto

• GOLD •
PARTNERS



PONTIAC LAND



For Community
Purpose and Benefit

• SILVER •
PARTNER



D CONSULTANCY

• SUPPORTING •
PARTNERS



OATSIDE



MELROSE CARE: STRENGTHENING SCHOOL PARTNERSHIPS THROUGH LEARNING JOURNEYS

Melrose Care continued to deepen collaboration with schools through shared conversations and learning.

On 25 February 2025, we hosted 17 full-time school counsellors from MOE North Cluster N5 for a learning journey. The counsellors were introduced to Melrose Care's work with children and youths requiring additional therapeutic support, followed by discussions on how we can work more closely to support students.

This exchange continued on 8 July 2025, when we shared about our art therapy work with the S5 Full-Time School Counsellors cluster.



These sessions helped us understand each other's roles and identify practical ways to coordinate support for young people in school settings.

MELROSE CARE: SHARING PRACTICE WITH THE WIDER THERAPEUTIC COMMUNITY

Melrose Care was invited to present at the Creative Arts Therapies Symposium, co-organised by the Art Therapists' Association Singapore and the Association for Music Therapy Singapore, in collaboration with LASALLE College of the Arts.

Our art therapists led a workshop on slime making as a therapeutic modality, explaining the thinking and purpose behind its use in sessions. The presentation gave fellow practitioners insight into how creative methods are applied thoughtfully in our work at Melrose Care.



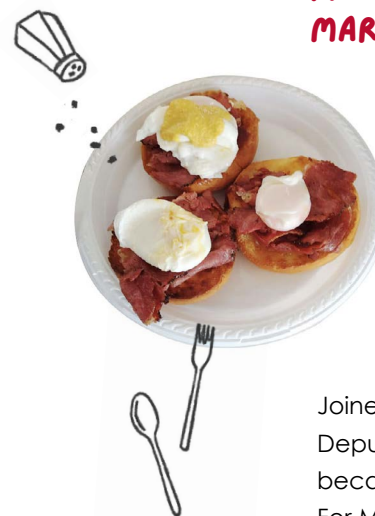
MELROSE HOME: STEPPING ONTO THE STAGE WITH COURAGE

During a Lunar New Year celebration at Boon Lay Community Club, eight of our Melrose Home youths took to the stage for their first public performance. After weeks of practice with Circus In Motion, they showcased diabolo and plate-spinning routines, supporting one another through their nerves. With our staff members cheering from the sidelines, the performance was a proud moment for everyone involved and a reminder of what can happen when young people are given space to try, practice and grow.



MELROSE HOME: MARKING A MILESTONE FOR THRIVE21+ CARE LEAVERS

Our first cohort of Thrive21+ participants marked the end of their programme with a gesture of thanks — by showing off their cooking skills! The youths hosted a lunch for the social workers and volunteers who had supported them along the way.



Joined by Alvin, our Executive Director and Michelle, Deputy Manager for Residential Care, the gathering became a moment of reflection and appreciation. For Michelle, who has known some of the youths since their primary school days, it was especially moving to see how they have grown. The care leavers also took the opportunity to personally thank everyone who had walked alongside them throughout their journey.

Find out more about Thrive21+ on Page 26.

MELROSE HOME

Melrose Home is a residential home for children and youths aged 7 to 21 who are experiencing adverse family circumstances or child protection issues, such as abuse or neglect. Our children and youths are referred by MSF, and need intervention to be removed from their homes or families due to safety reasons.

Melrose Home forms part of Singapore's out-of-home care sector, which is usually seen as a last-resort, temporary arrangement, until it is safe for the children and youths to return home to their families.

As a result of the abuse they have experienced, our residents struggle with trauma symptoms that may not have been adequately addressed. At Melrose Home, we create a care environment that increases their sense of safety and capacity to become empowered, independent and collaborative individuals.



OUR IMPACT

IN 2025, WE...



OUR PROGRAMMES

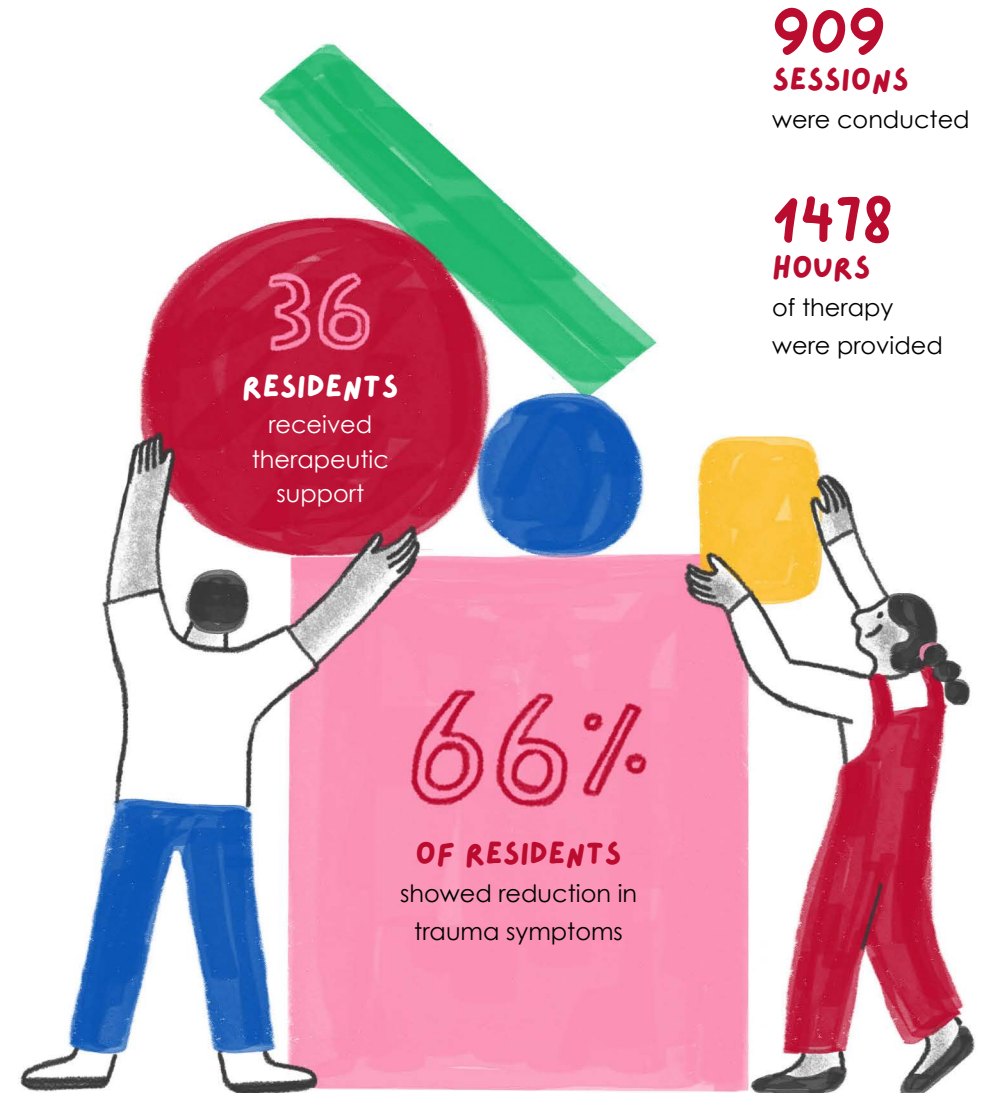


ACADEMIC SUPPORT PROGRAMME

We engage full-time adult tutors committed to providing tutoring sessions at least once a week. These tutors possess the ability to gauge the resident's mental state, adapting the lessons and interaction thoroughly.

THERAPEUTIC INTERVENTIONS PROGRAMME

This programme taps on trauma-informed and trauma-focused therapy services provided by Melrose Care as well as additional vendors to support the therapeutic needs of our residents. The programme aims to mitigate trauma symptoms, as well as behavioural and emotional issues.



THRIVE21+

Thrive21+ is a three-year programme designed to support youths in their transition to adulthood, helping them become self-sufficient, responsible individuals who can make independent decisions and contribute meaningfully to their communities. The programme supports growth across key areas such as educational attainment, financial literacy, savings habits, employment readiness, and essential life skills.

While all Melrose Home youths will require these independent living skills, some will transition into adulthood with little or no family support. As such, Thrive21+ is supplemented with a Housing Programme, where participants rent an apartment together, co-pay living expenses, and receive ongoing support from social workers.

A Savings Programme is also integrated into Thrive21+, where CAS augments their savings by \$100 per month upon the fulfilment of key criteria such as consistent school attendance and workshop participation.



BATCH 1 (Concluded in Sept 2025)

4 residents
participated in Thrive21+
112 skill-building sessions
were conducted

4 residents
were part of the
Housing Programme

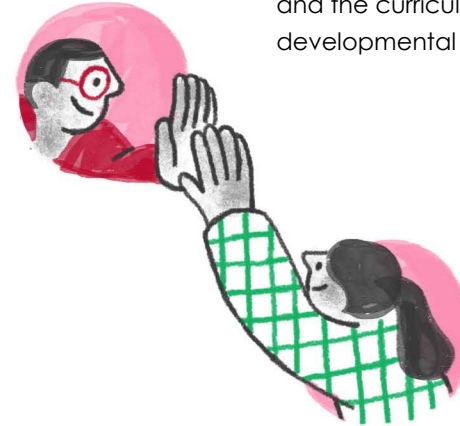
BATCH 2
4 residents
participated in Thrive21+
211 skill-building sessions
were conducted

2 residents
were part of the
Housing Programme

3 residents
were part of the
Savings Programme

MELROSE HEROES

Melrose Heroes is a one-year skills programme delivered by the residential care team that aims to raise awareness about independent living and the issues faced during various stages of the residents' lives. This programme is inclusive of all age groups, and the curriculum is tailored to align with the developmental stages of the residents.



51
RESIDENTS
benefitted from
the programme

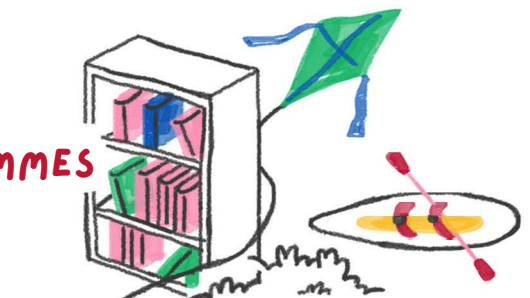
48
SESSIONS
were conducted

75% OF RESIDENTS WERE ABLE TO:

- Identify and understand their emotional triggers
- Apply at least two methods for managing their time effectively
- Identify one personal value and make lifestyle choices that align with it
- Identify at least two strategies to regulate their emotions
- Set and understand one short-term goal and one long-term goal

OTHER RESIDENT-CENTRIC PROGRAMMES & ACTIVITIES

Includes leisure and physical activities e.g kite flying, cooking, library visit, canoeing, egg terrarium workshop



48 **ACTIVITIES**
for 54 residents

FINDING SAFETY, HOBBIES AND LIFELONG FRIENDS IN MELROSE HOME



Being a teenager is not always easy. Between school, puberty, and personal relationships, it can be overwhelming to navigate the feelings and stressors of adolescence. But Anna* finds that living in Melrose Home alongside her peers and staff has made the process a little easier to bear.

The 15-year-old says, "When I am sad, the people at Melrose Home give me a lot of support, and my friends in the dormitory comfort me too. While there are times when we fight, I'm guessing that's how friendship bonds get stronger. And the staff, I can talk to them about different things and just tell

them about my day and they will just listen without judgement."

Anna has been a resident at Melrose Home since 2018. Michelle, Deputy Manager for Residential Care, recalls how Anna was "reserved" when she first arrived. But over the years, with consistent support from Melrose Home, Anna has become much more confident.

** Name has been changed to protect the identity of the youth.*

Michelle says, "She has made much improvement over the years such that she is one of the more vocal ones in the dorm now, and is able to be a good buddy to induct newer admissions into Melrose Home."

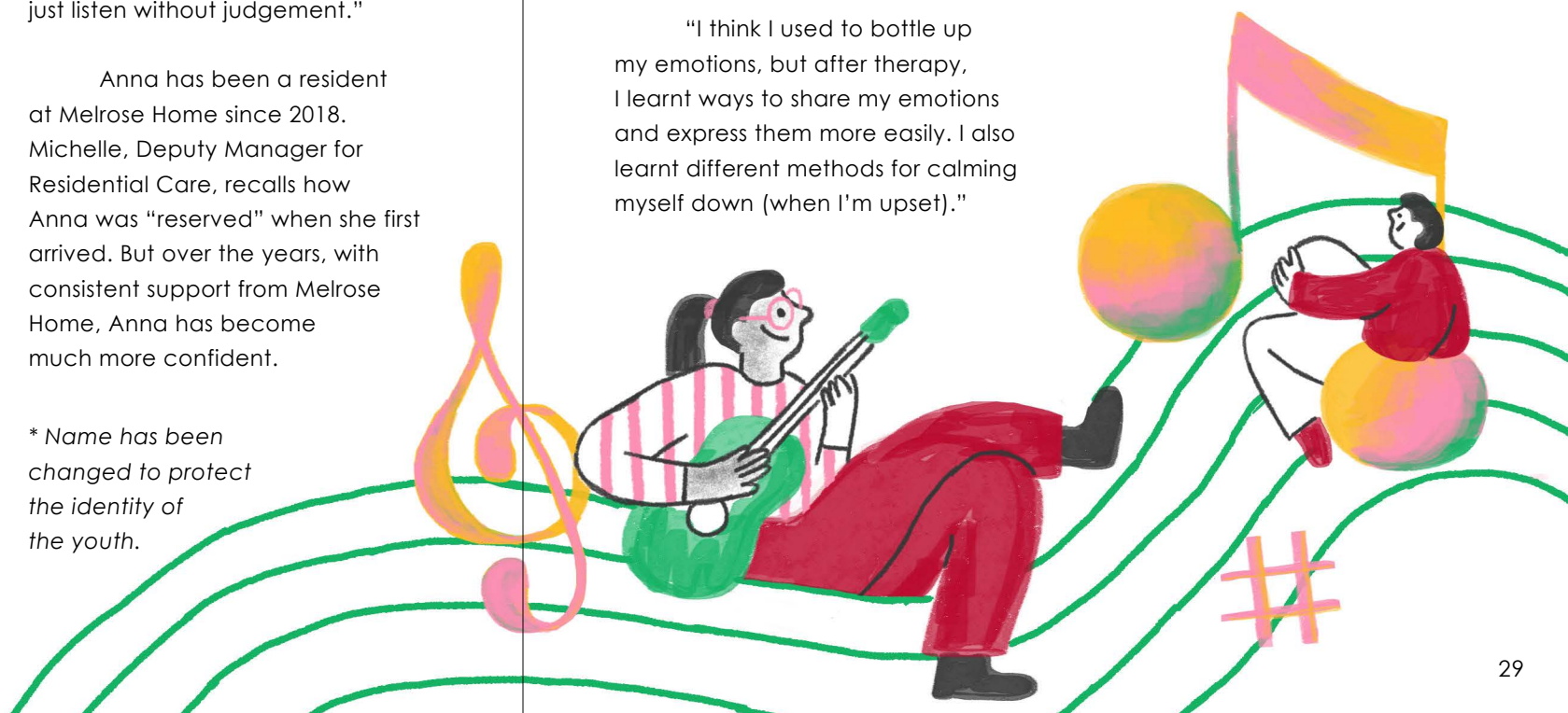
Therapy, discipline, as well as close friends and healthy hobbies have all contributed to Anna's growth.

Anna, who has been receiving therapy through Melrose Care since 2019, says that sessions of counselling and art therapy have helped her grow more adept at handling her own feelings.

"I think I used to bottle up my emotions, but after therapy, I learnt ways to share my emotions and express them more easily. I also learnt different methods for calming myself down (when I'm upset)."

Living in Melrose Home also gave her a routine and instilled a sense of self-discipline. Evenings follow a consistent rhythm, with residents returning to the dormitory and winding down at designated times. There are also daily schedules with activities that residents abide by.

"There are a lot of rules and the curfew is tight, but at the same time, it teaches me how to be disciplined. Let's say I have a particular time I need to get back by, then I need to be disciplined enough to come back at the timing instead of dilly-dallying and getting consequences from it," Anna says.



Beyond giving the children and youths a sense of order and stability, Melrose Home also actively encourages them to pursue healthy hobbies and interests.

Anna, who loves to sing and dance, has attended classes and workshops for speech and drama and hip-hop dance with the support of Melrose Home.

She taught herself how to play the ukulele as well, with the staff printing out chords for her to practice.

To increase her amount of physical activity, Melrose Home started her on playing rugby as well.



But most importantly, Melrose Home is a safe harbour for Anna, who has formed strong bonds with her fellow residents and the staff.

"With the staff, whenever I share with them my troubles, they give me good advice," she says.

"And I think the friends I've made here are lifelong, because we stay with each other every single day and we know about one another's background and shared so much together. Through my friends, I have improved myself, because I can now see myself from these different perspectives of theirs."



MELROSE CARE



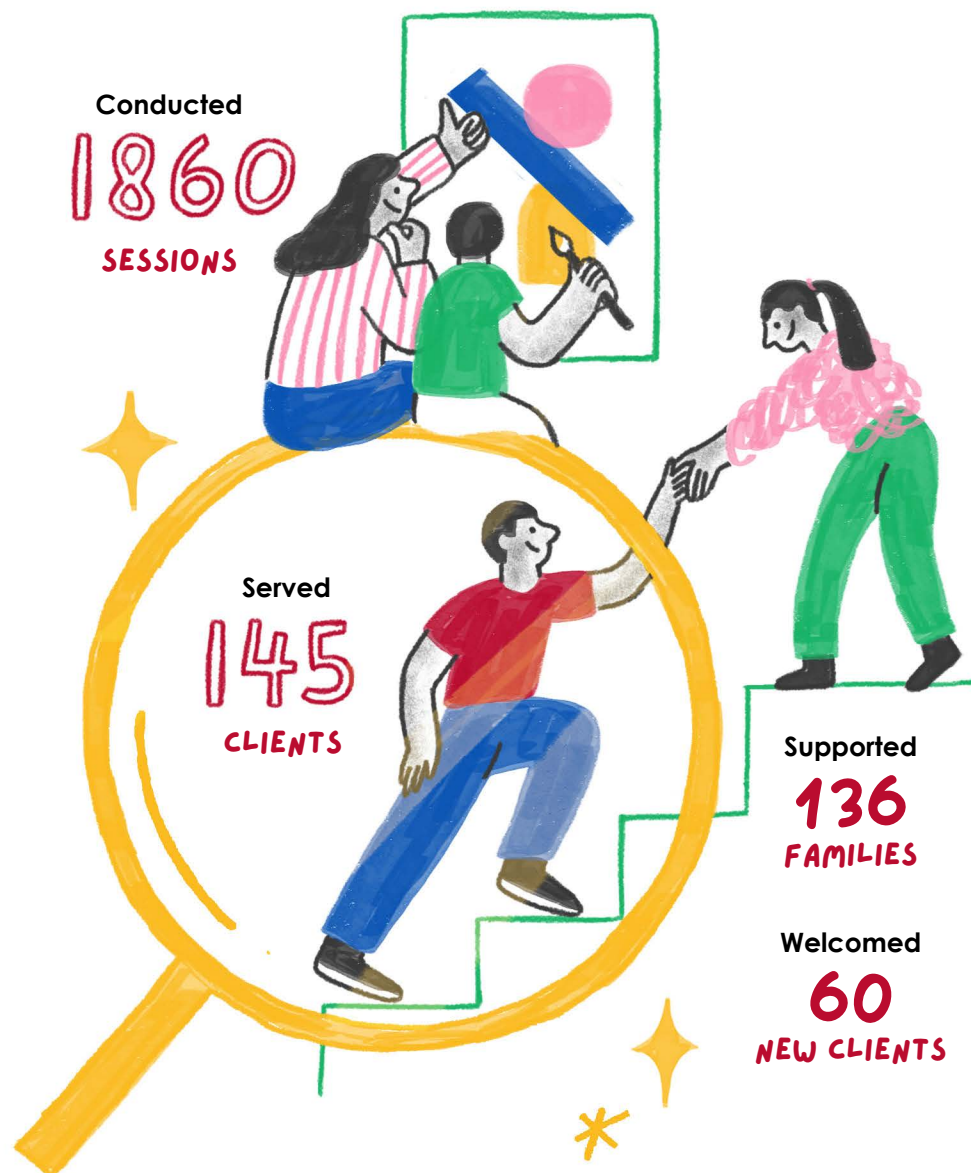
Melrose Care agency that counselling

is a community-based provides subsidised and specialised

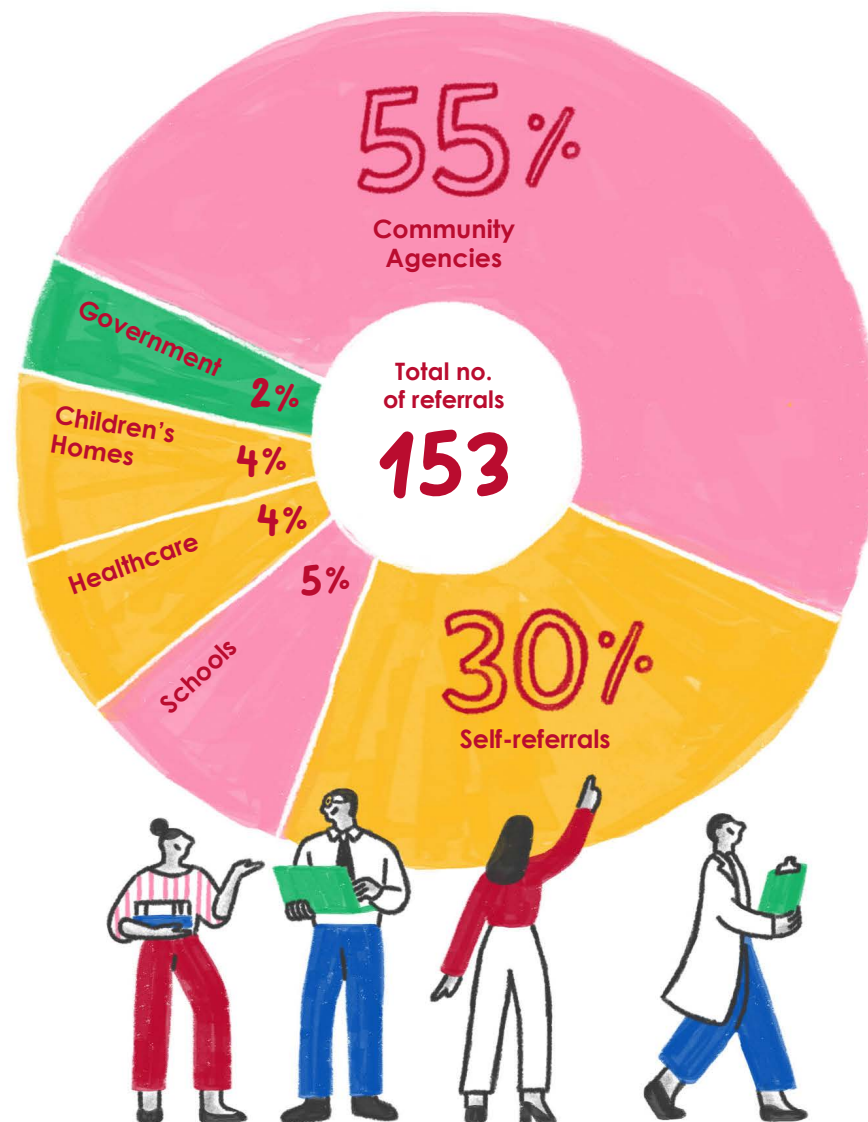
therapies. We support children and youths aged 7 to 21 who have difficulties managing emotions or behaviours, or have a history with trauma.

We also support adult caregivers who have been impacted by Adverse Childhood Experiences (ACEs), and whose own trauma history affects their caregiving responsibilities.

OUR IMPACT



REFERRAL BREAKDOWN



FINDING THEIR OWN SPACE TO GROW

"What helps me feel safe, and how do I show what I feel?"

This was the starting point for 11 youths from the Singapore Boys' Hostel (SBHL), who took part in a series of expressive art therapy workshops. Conducted by Melrose Care in collaboration with Trybe, the eight sessions focused on helping participants explore their emotions and develop practical ways to manage their mental well-being.

The first session began with a simple exercise: creating a character of themselves using a range of materials. In the sessions that followed, the youths built personal "safe spaces" using cardboard boxes and sensory materials, many drawing on meaningful relationships and memories.



"I enjoyed making the safe box because it represents my safe place," one youth shared. "The activity helped me reflect on what I need to feel safe, and my loved ones are an important part of that space."

As the sessions progressed, the staff began to observe a shift.

"Across the sessions, it was meaningful to see how the youths gradually became more open in expressing themselves and relating to one another," an SBHL staff member said.

One session, in particular, stood out. Tasked with making bear keychains using basic sewing techniques, many of the youths were initially hesitant.

"Some of them said they didn't know how to sew," the SBHL staff member recalled. "But with support and encouragement, they were able to complete the task. A few even proudly shared that they could now sew their own clothes! It was a moment that showed how hands-on experiences can build confidence and self-belief."

For Charlene, an art therapist at Melrose Care and one of the workshop facilitators, the response was unexpected.

"I was most surprised by the boys' interest in sewing," she said. "While most of them were new to it, they showed strong motivation to learn and pick up the skill." Beyond learning something new, the activities also opened the door to deeper conversations.

"The bear-making activity sparked sharing about family and childhood memories," the SBHL staff member added. "That signalled trust and emotional safety within the group."

Charlene observed that the items participants created often

reflected personal experiences of comfort and attachment.

"Their creations gave us insight into their personal histories – things like a cherished 'chou chou' or familiar objects that represent safety," she said. The collaboration also required flexibility from those facilitating the sessions.

"I had some uncertainties about how the youths would respond to certain activities," Charlene shared. "Working closely with Trybe, we adapted along the way, making adjustments to suit the group's dynamics while maintaining a safe and supportive environment."

Through this shared process, the youths found new ways to express themselves. Several participants began to recognise their personal strengths, with some discovering an interest in art and creative expression.

"It was meaningful to witness the boys' potential in their creative expression," Charlene said. "I'm glad we could provide a space for them to express parts of themselves that may not have been shared before."

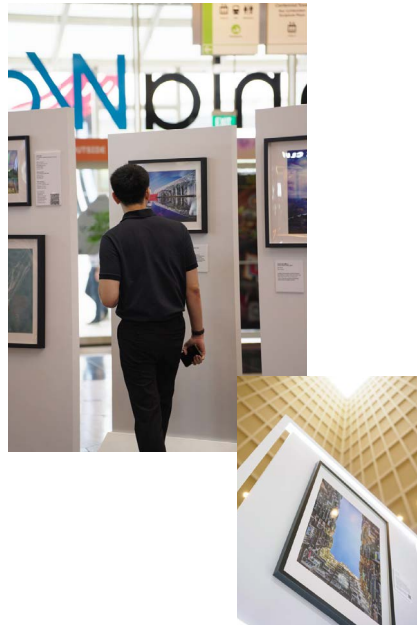


OUR COMMUNITY



OUR CORPORATE CHAMPIONS

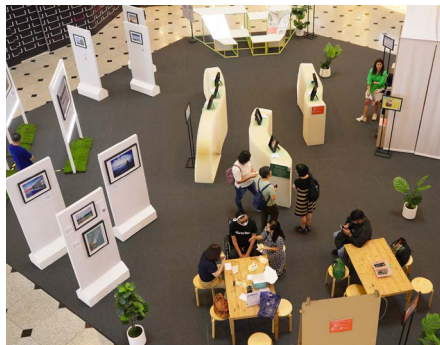
We are deeply grateful to all our corporate partners for their generous support throughout the year. Take a look at some of those who have joined us in both fundraising and CSR efforts in 2025:



PONTIAC LAND GROUP

Breathe, Give, Live – Lessons from the Lens of Yeo Whee Jim

From March to April 2025, shoppers at Millenia Walk were invited to pause and reflect at “Moving”, a photo-poetic exhibition by Yeo Whee Jim. This collection of contemplative imagery, paired with mindful activities, offered a space to reconnect with presence and purpose. With a minimum donation of \$300, visitors could take home a printed photograph from the exhibition. Through this thoughtful blend of art and reflection, the initiative raised over \$11,000 for Melrose Home.



Project Legacy

Pontiac Land Group (PLG) continued their support with the annual landlord-tenant sustainability and CSR initiative - “Project Legacy”. Over two days in August 2025 at Millenia Tower and Centennial Tower office lobbies,



office tenants purchased hand-crafted cookies from The Ritz-Carlton, Millenia Singapore. With the collaborative efforts of PLG and tenant partners, Dymon Asia Capital and Great American Insurance Company, the initiative raised over \$22,000 for Melrose Care – funds that help make therapeutic support more accessible for the community.



Year-End Study Awards & Christmas Celebration

Rounding off their year of giving, PLG hosted their annual Study Awards and Christmas celebration at Conrad Singapore Marina Bay. The awards recognised the dedication and achievements of our children and youths, while festive gifts from their wishlists added moments of holiday cheer. In addition, PLG raised over \$8,000 in support of the Study Awards, with the remaining proceeds directed to Melrose Home's Academic Support Programme, ensuring that their contribution extended beyond the celebration itself.





LINKEDIN

Bidding for a Better Tomorrow

LinkedIn brought generosity and excitement together at their SG60 Charity Auction Gala, held at their Singapore office. Employees bid on unique experiences, with all proceeds distributed among three charities, including CAS. LinkedIn also matched every contribution to raise over USD\$22,000, effectively doubling the support for our children and youths!

Melrose Home Mentorship

LinkedIn employees also gave the gift of guidance through a mentorship programme for our tertiary-aged residents at Melrose Home. From networking tips to career coaching, their support helped our youths gain confidence and direction as they navigated the next steps in their journey.

Amplifying Our Voice with LinkedIn

LinkedIn further strengthened their partnership with CAS by providing a USD\$125,000 Ad Grant. With this generous support, we were able to reach more people than ever, raising awareness of our work and running advocacy campaigns across the platform. The partnership also gave us valuable insights into LinkedIn best practices, allowing us to share our mission more effectively.

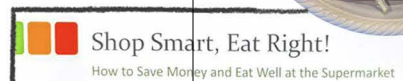
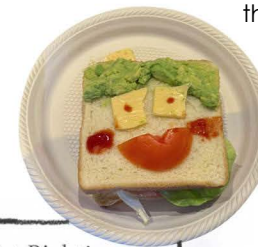


MORGAN STANLEY SINGAPORE

Shop Smart, Eat Right

During the June holidays, our Melrose Home children took part in a mock mini-market experience with Morgan Stanley Singapore to learn about budgeting and healthy eating. They planned, "shopped", and made their own sandwiches – all within a fixed budget. The teams presented

their sandwich creations and were recognised with fun titles like Healthiest Sandwich and Most Creative Sandwich!



Morgan Stanley Walkathon

Beyond the workshop, Morgan Stanley also raised funds for CAS for the third consecutive year through their annual walkathon. Participants covered a 5km run in the morning sun at Marina Barrage, raising over \$200,000 to support therapeutic services for our children and youths.

YEARS OF CARE: CELEBRATING OUR CORPORATE PARTNER, BD



The theatre was buzzing with laughter and excitement. Families of Becton Dickinson (BD) staff were settling into their seats for the Jurassic World Rebirth movie fundraiser. Popcorn in hand, children whispered excitedly about the dinosaurs on screen. Beyond the excitement in the room, the event also brought people together in support of CAS. Through their participation, staff and families helped turn a family movie outing into support for the children and youths we serve.



Sally Teo, Singapore CSR Lead, shared, "It was wonderful to see our little ones enjoy the movie while knowing we were supporting something meaningful. It made the day feel even more special." With the support of the entire organisation, the fundraiser raised over \$15,000 for CAS, showing how a shared day of fun also became a powerful gesture of generosity.

Weeks later in December, BD staff brought the holiday spirit to Melrose Home, carrying boxes of groceries and essentials for our children and youths – practical items carefully selected to meet everyday needs.



This year-end tradition, maintained by BD since 2018, helped ensure the festive season was brighter and more comfortable for those in our care.

Even seemingly small actions carry weight when done collectively. In July 2025, BD shared a post on LinkedIn celebrating their Great Place to Work recognition, with every repost translating to a donation for CAS. Over 270 shares later, these simple clicks became a donation of over \$2,700, demonstrating their support can take many forms, big and small.



"As a leader, I'm deeply proud of our eight-year partnership between BD and Children's Aid Society," said Nibert Modla, Vice President of Human Resources, Greater Asia, BD. "Through initiatives

like Movie for Good and Secret Santa, we've seen firsthand how collaboration can transform lives and strengthen communities.

"These efforts reflect not just our corporate values, but the heart of our people who believe in making a difference. Thank you for giving this opportunity to walk this journey together – we look forward to continuing to create impact together."

We are grateful to have partners like BD, who continue to show up year after year, advocating for CAS and supporting our children and youths in many different ways. Whether it's a fundraiser, a gift, or even a click on a post, each action adds up, creating a steady network of care that will support our young people as they build their futures.



COMMUNITY IN ACTION

ODYSSEY THE GLOBAL PRESCHOOL

Odyssey The Global Preschool invited visitors to explore Colours of Odyssey, their annual arts exhibition at The Arts House, showcasing the creativity of their young learners. A portion of the proceeds from the sale of the children's artworks was donated to CAS, raising over \$17,000. It's inspiring to see even the youngest members of our community taking part in giving, showing that generosity knows no age.



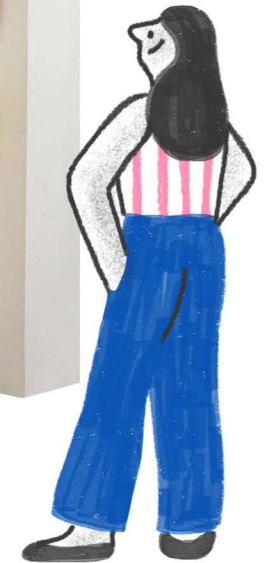
EURO PERFORMANCE ASIA

Euro Performance Asia brought together community, creativity, and a love of baked treats in a TikTok and Facebook livestream fundraiser. Cookies purchased and sponsored by Anson, Founder and Managing Director, were sold to viewers, with all proceeds donated to CAS. This creative, community-driven initiative brought people together and raised \$6,000!



WATERWOODS CONDOMINIUM, MCST4339

The management team and residents of Waterwoods Condominium welcomed the new year with generosity. From December 2024 to February 2025, a Wishing Well at the drop-off point encouraged residents to contribute to Melrose Home, raising over \$500 for our children and youths!



GIVING BACK AND GETTING MORE IN RETURN

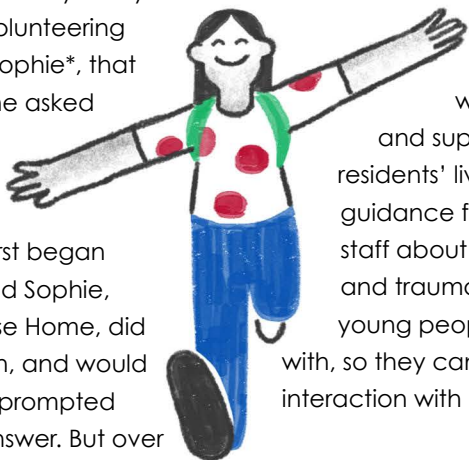
WHAT ARE
THREE THINGS
YOU ARE PROUD OF
YOURSELF FOR?

When tech industry analyst Sakshi first began volunteering as a Befriender to Sophie*, that was the question she asked her at their weekly meet-ups.

When they first began meeting, 14-year-old Sophie, a resident at Melrose Home, did not like the question, and would always have to be prompted before giving an answer. But over time, something shifted.

"One day, she just told me her three things without me even asking her," Sakshi recalls, "That was a moment that stood out to me,

because it showed me that it had finally become natural for her to notice and state what she is proud of herself for."



Befrienders are volunteers who serve as a safe and supportive adult in residents' lives. They receive guidance from Melrose Home staff about the specific needs and trauma profiles of the young people they are paired with, so they can approach each interaction with care and sensitivity.

When Sakshi meets up with Sophie, the pair often engage in activities like playing board games and doing arts and crafts. They have been paired together for over a year.



"Sophie is excellent at word games. She's so much better than me," Sakshi says with a laugh. "Doing these activities has helped to build up her confidence and reminds her that there are these things she's really amazing at."

Having previously worked in child protection within MSF, Sakshi has long been passionate about protecting children, and knows how important it is for young people to have a stable and reliable adult presence in their lives.

"Many of these children haven't had consistent support in their lives. Even one adult who shows up regularly and stays present can make a difference. I want to be that steady presence for at least one more young person, someone they can rely on."

Sakshi has even roped in her friend to become a fellow Befriender too. Shahzeb, a project manager

in the tech industry, has been volunteering with Melrose Home since 2024.

Originally from Pakistan, the 34-year-old has been living in Singapore for the past 11 years and was looking for ways to give back to the community he now calls home.

He was paired with Caleb*, an 18-year-old boy who has since left Melrose Home to fulfill his National Service.

"The approach is different for every Befriender-resident pair," Shahzeb explains. "For me, it was to make sure Caleb has a mentor figure in his life beyond the staff at Melrose Home, someone he trusts whom he can seek advice from."

**"BUILDING
THAT TRUST
TOOK TIME."**



** Names have been changed to protect the identity of the youths.*

The goal was to get him to share - his frustrations, how his week has been, anything he wants to share."

Building that trust took time.

"It took months of conversations before Caleb really opened up," Shahzeb says. "But that is part of the journey. You get to see gradually, the small steps that are being made, and see your efforts slowly bear fruit. As a Befriender, you can shape how this kid perceives the world and really make a difference in their lives."

Both Shahzeb and Sakshi hope to see more Befrienders with Melrose Home in the future. Even without prior experience volunteering with children and youth, Befrienders need not worry, as caseworkers are always there to provide support. What matters most is consistency: showing up regularly and being someone the young person can rely on.

"The caseworkers at Melrose Home are very good and give us very timely updates on what's been going on with our resident. So if they've had a bad week at school or whatever, we'll know that something is up and

be more sensitive while navigating an issue."

As much as Befrienders are there for residents, residents too can inspire Befrienders.

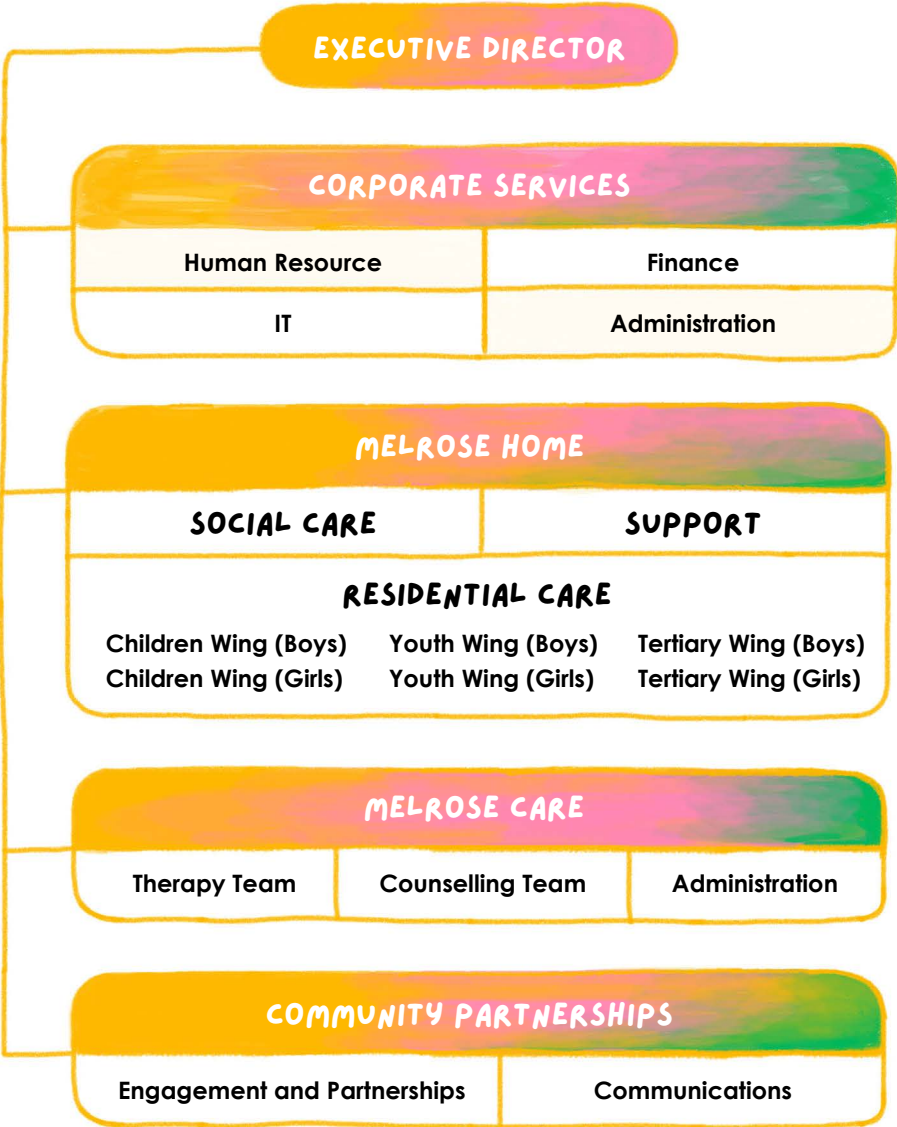
Sakshi says, "Despite all the challenges they've faced, these young people continue to show up and engage. They want these positive interventions in their lives; they want to meet new people.

"As adults, we have a responsibility to show up consistently for them too. And in doing so, you realise how much resilience and strength they already have. You're not just giving support, you're learning from them as well."



OUR TEAM

ORGANISATION STRUCTURE



MEET THE CAS TEAM

CORPORATE SERVICES



KEITH
IT Executive

“ One highlight from 2025 that stayed with me was transitioning from a different industry into the social service sector. It was refreshing to experience a setting so different from a conventional organisation, and I gained valuable insights from collaborating with different departments.

What motivates me is the challenge of understanding the organisation's IT needs and translating them into practical solutions that support both regulatory requirements and the day-to-day work of our teams. ”

The work of CAS is made possible by a dedicated team across diverse roles and functions. Every day, they bring their expertise together to keep the organisation running and to support the children, youths, and families we serve.

Meet the people behind our work.

Our Corporate Services team ensures smooth operations across finance, HR, IT, and administration, allowing our frontline teams to focus on providing quality support.



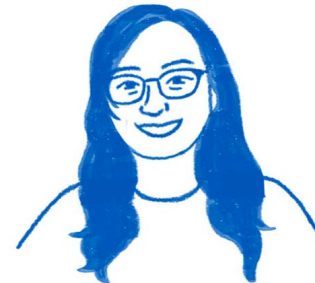
TIM
Facility Officer



“ Being involved in the Melrose Village Building Project at various stages was a highlight, from the demolition of the existing building, to reviewing the tender submissions, and participating in the first kick-off meeting with the contractor. It was a valuable learning experience to be part of the project from start to finish. ”

COMMUNITY PARTNERSHIPS

Our Community Partnerships team engages and strengthens relationships with donors, partners, and the community to sustain services and programmes for our young people.



JOICE
Senior Executive,
Engagement &
Partnerships

“ A meaningful highlight from 2025 was experiencing our first-ever Christmas booth at Suntec City. It was a lot of hard work and long hours, but also filled with sweet, unexpected moments, from generous donations given without hesitation, to a donor returning with bubble tea to encourage us, and many others offering kind words. These gestures meant so much and gave us the boost we needed to continue sharing at the booth. It's heartwarming to know that so many people are willing to support our children and youths!



What keeps me going is my team. So much happens behind the scenes to build and nurture our partnerships, and I'm grateful to work with colleagues who are dedicated, dependable, and collaborative. Experiencing how we've grown together, building our skills while making fun memories along the way, is truly rewarding. Supporting the meaningful work of CAS alongside them motivates me every day. ”

MELROSE CARE

Our Melrose Care team consists of a multi-disciplinary team of therapists, counsellors and psychologists supporting the mental and emotional well-being of our clients.



“ One highlight from 2025 was witnessing a parent's growth alongside their child. When parents are actively involved in their child's therapy and wellbeing, it strengthens the child's progress outside the therapy space. I recall a mother of an 11-year-old with social anxiety who was curious about her child's sessions, practised regulation strategies with her child, and intentionally connected emotionally. Seeing her pace with her child and support their emotional wellbeing was deeply moving. Over time, the child learnt to express and manage emotions, while the parent grew in her ability to be present and connected.



What motivates me is my own journey as a parent, which has expanded my empathy for caregivers. Being able to witness small yet meaningful progress in children's therapy and the positive changes in parent-child interactions keeps me inspired to continue my work.”



CHARLENE
Art Therapist

MELROSE HOME

Melrose Home consists of our Residential Care and Social Care teams. Our Residential Care team provides day-to-day care and guidance, helping our young people feel safe and supported. Our Social Care team works closely with families and external partners to address the broader needs of the children and youths in our care.



NURIN
Senior
Guidance
Officer

“ A highlight from 2025 was transitioning from the Youth Girls dorm to the Children Boys dorm. The challenges were exciting, and working with a supportive team to navigate them made the experience both rewarding and eventful. What motivates me is seeing the children and youths grow and progress despite the challenges they face. Their resilience is remarkable and deeply inspiring.”

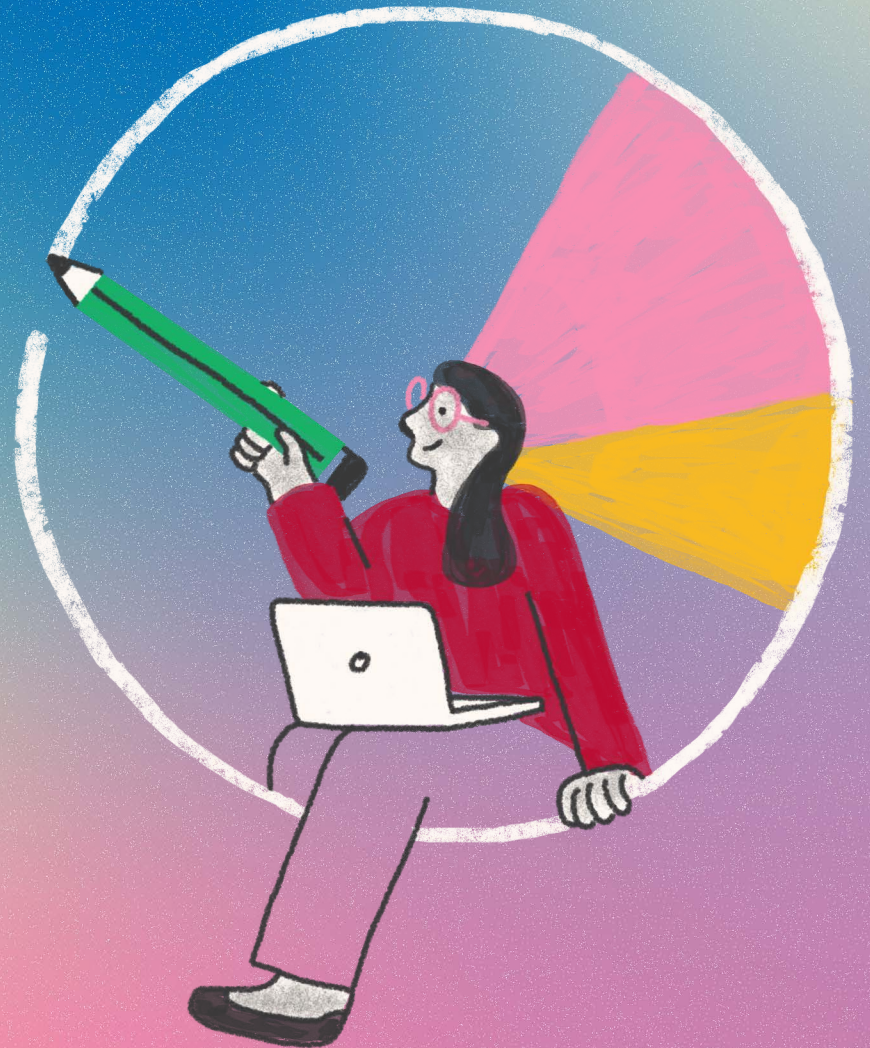
“ A highlight from 2025 was a closure session with a resident and his father. The resident was being discharged, and we were reflecting on his journey at Melrose Home. Although I had been his caseworker for less than a year, I knew the relationship between the father and our team had been challenging at times. During the session, the father asked me to thank everyone at Melrose Home for taking care of his son. He acknowledged that he had sometimes been difficult, but realised that everything had been done for his son's benefit. He was also grateful for the care provided and attributed his son's success to his time at Melrose Home. I was touched not just by his gratitude but also by his reflection. Moments like this remind me of how complex journeys with families can be, and how privileged I am to walk alongside them.



SONALI
Assistant
Senior Case
Worker

What motivates me most is my team: my supervisor and fellow caseworkers. Their support, whether it's validating my emotions after a tough day, sharing a laugh, or helping me navigate cases, makes all the difference. I know I can rely on them no matter what the day brings.”

CORPORATE GOVERNANCE



CORPORATE INFORMATION

Children's Aid Society was registered as a Society on 19 December 1962 and has been registered as a charity under the Charities Act (Chapter 37) since 14 February 1984. The organisation is also governed by its Constitution. Children's Aid Society is a member of NCSS and has been accorded the Institution of a Public Character (IPC) status from 1 April 2025 to 31 March 2027.

Unique Registration Number (UEN)	S62SS0031K
Registered Address	35 Boon Lay Avenue, Singapore 649962
Charity Trustees Bankers	HSBC Trustees (S) Ltd
Bankers	- The Hongkong and Shanghai Banking Corporation Ltd - United Overseas Bank Ltd
Investment Bankers	Maybank Asset Management Singapore Pte Ltd
Auditors	RSM SG Assurance LLP
Honorary Legal Advisors	Allen & Gledhill LLP

EXECUTIVE COMMITTEE

The Executive Committee (EXCO) is responsible for setting policies and overseeing key operational and financial aspects of CAS.

All EXCO members are volunteers and receive no remuneration for their contribution. There are also no paid staff who are close members of the family belonging to the Executive Director or the EXCO members, who each receives total remuneration of more than \$50,000 during the year. No staff of the organisation sits on the EXCO and there are no related entities of the organisation.

The main responsibilities of the EXCO are to:

- Develop and approve a strategic plan to ensure that the services' operations and programmes are directed towards achieving its goals.
- Maintain a sound financial structure to ensure effective management of resources and maintain fiscal responsibility.
- Oversee processes for evaluating the adequacy of internal controls, and financial reporting and compliance.

TERM LIMIT

All EXCO members are members of a Sub-Committee. There is a maximum term limit of four consecutive years for the Treasurer position. The following members, Mr Stephen Yeap and Ms Dawn Ng, have served on the EXCO for over 10 consecutive years.

The EXCO recognises the importance of stability and continuity as the organisation advances key priorities, including the ongoing development of the Melrose Village Building Project. These efforts require sustained leadership with a strong understanding of the organisation's strategic direction and the context behind key decisions. As their continued support is required until the completion of the Melrose Village Building Project, their term was extended for two years in the last Annual General Meeting in 2025. Nevertheless, as the Society is expected to undergo dissolution in 2026, EXCO members are expected to continue to serve through to the Society's dissolution to ensure continuity and an orderly wind-down.

Name	Current EXCO Appointment	Past EXCO Appointment	Attendance of EXCO Meeting	Occupation
John Lim	Chairman 25 Aug 2021	Honorary Treasurer 30 Jun 2017	6/6	Director, Zico Asset Management Pte Ltd
Stephen Yeap	Vice Chairman 18 July 2019	Member 22 Jun 2011	6/6	Managing Director, Orion Consulting Pte Ltd
Josephine Koh	Honorary Secretary 31 Aug 2018	NIL	4/6	Consultant, Dentons Rodyk & Davidson LLP
Bernard Yu	Honorary Treasurer 28 Jun 2023	NIL	5/6	Retiree
Candice Chia	Member 25 Jun 2025	NIL	4/4	Jet Marketer
Dr Tan E-Ching	Member 9 Feb 2022	NIL	6/6	Doctor, Hallmark Health
Dawn Ng	Member 26 Jun 2013	NIL	4/6	Director, NCS Pte Ltd
Johnny Quah	Member 19 Jun 2015	NIL	5/6	Deputy Group Chief Financial Officer, Singapore Health Services Pte Ltd
Lai Su Yim	Member 1 Jan 2017	NIL	6/6	Retiree
Mardiana Bte Abu Bakar	Member 28 Jun 2023	NIL	5/6	Lecturer, NIE, NTU
Mohd Norhelmy Bin Ja'afar	Member 25 Jun 2025	NIL	4/4	Director, Workplace and Sustainability Engineering
Nicholas Gabriel Lim	Member 25 Jun 2025	NIL	1/4	Psychologist
Susanna Cher	Member 25 Jun 2025	NIL	2/4	Independent Director
Genevieve McCully-Tan	Member 19 Jun 2015 (stepped down 4 Jun 2025)	NIL	2/6	Lawyer, I.N.C Law LLC

Executive Management

Alvin Goh Chew Meng, Executive Director
Appointed to position since 22 Feb 2021

POLICIES

We are committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and any legislation relating thereto. In line with this commitment, the following policies are in place:

CONFLICT OF INTEREST POLICY

All members of the EXCO, Sub-Committees and CAS staff are required to read and understand the Conflict of Interest Policy in place and provide full disclosure annually of interests, relationships and holdings that could potentially result in a conflict of interest. The members and staff have fully complied with the Conflict of Interest Policy.



WHISTLE-BLOWING POLICY

Our Whistle-blowing Policy is intended to provide an avenue for employees and other stakeholders to raise serious concerns and offer reassurance that they will be protected from reprisals or victimisation for whistle blowing in good faith. It also serves to deter malpractice and promote the best practice of corporate governance at the workplace. The Audit Sub-Committee is responsible for the maintenance and operation of this policy.



SUCCESSION PLANNING POLICY

Succession planning is an ongoing consideration of the EXCO. When an existing EXCO member chooses to retire or the need for a new EXCO member arises, the EXCO reviews the range of expertise, skills and attributes of the EXCO and the composition of the EXCO. Once a suitable candidate has been identified, he/she will be co-opted as a Sub-Committee member for exposure to the work of CAS. After a period of observation of at least six months, the Sub-Committee member who demonstrates core competencies, skills, experience and commitment may be appointed as an EXCO member.

ESG (ENVIRONMENTAL, SOCIAL AND GOVERNANCE)

This foundational year marks our first step toward a comprehensive ESG strategy. We remain committed to growing in accountability, sustainability, and care for our people, our planet, and our purpose. At CAS, we recognise that our mission to uplift children and families must go hand in hand with responsible stewardship of our people, resources, and impact. Guided by ESG principles, we are taking deliberate steps to embed sustainability, equity, and accountability across our organisation.

ENVIRONMENTAL

Inspired by the Singapore Green Plan 2030, we are adopting practical and sustainable initiatives in our daily operations. We continue to build awareness on responsible consumption, with a long-term view towards environmentally conscious facility management:

- LED lighting installed at Melrose Home and Melrose Care to improve energy efficiency
- In progress: Automatic switch-off lighting, solar panels at Melrose Village
- Melrose Village facility designed to reduce air-conditioning needs
- Exploring partnerships for e-waste management and waste reduction

SOCIAL

We take a people-first approach in supporting both staff and the children we serve. Staff welfare is at the heart of our care model - we are committed to creating a supportive, inclusive and resilient work culture:

- Flexible work arrangements, including for care staff
- Ongoing review of salary frameworks and workload balancing tools
- Counselling support available for mental well-being
- Long-term: automation of manual processes to ease staff load
- Upcoming: pulse survey, staff benefit enhancements

GOVERNANCE

Strong governance safeguards our integrity, transparency, and long-term impact. We uphold robust governance to ensure our mission is delivered with rigour, fairness, and long-term stewardship:

- Compliance with the Charities Act and Commissioner of Charities (COC) standards
- In progress: Board evaluation framework incorporating DE&I principles
- Internal audit procedures implemented with a 2-year cycle
- Planning for succession, clearer board roles, and accountability structures

THE YEAR AHEAD



FUTURE PLANS

TRANSITION TO MELROSE VILLAGE



Looking ahead, the transition to Melrose Village represents a pivotal moment for us, both operationally and strategically. Scheduled for completion in 2027, the new development will provide modern facilities and thoughtfully designed spaces that support small-group care, therapeutic programmes, and holistic development for children and youths. This move reflects our commitment to reimagining residential care while adhering to international standards and making the most of land constraints in Singapore.

Financial sustainability remains a critical consideration. While the move to Melrose Village represents a long-term investment in the future of care, everyday operational needs continue to require dedicated funding. We invite your continued support to complete Melrose Village and sustain the delivery of high-quality care.

Ultimately, the transition is about more than a new building. It is about creating an environment where every child and youth can grow, heal, and thrive. With careful planning and collective effort, Melrose Village will set the stage for a new chapter in our 120-year history of care and innovation.

OUR COMMITMENT

Amid rising costs, we remain focused on ensuring the sustainability of our services. By integrating international best practices and continuously building our capabilities, we are better equipped to meet evolving needs and serve children and youths more effectively.

STRATEGIC PLANS

FUNDRAISING PLAN

In 2026, we will continue to strengthen engagement with individuals and organisations who share our commitment to supporting children and youths. We will strengthen our network with corporates, foundations and family offices, exploring new avenues for collaboration and long-term partnerships.



Through a mix of online campaigns, in-person events, and targeted outreach, our

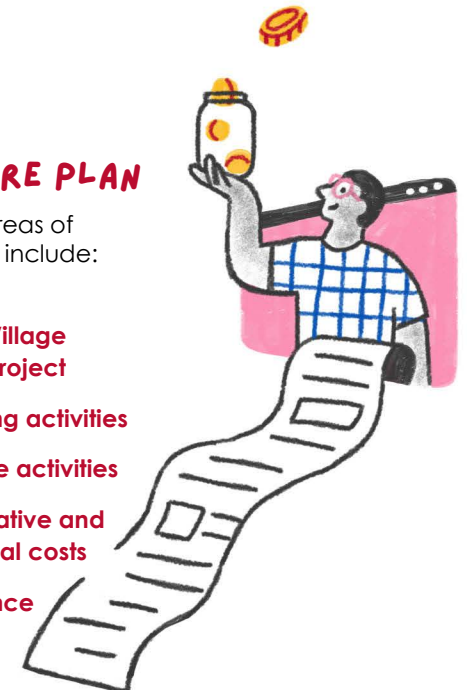
goal is to build a connected and engaged community of supporters. Central to our approach is deepening relationships, broadening our network, and working closely with partners to identify meaningful ways to contribute, whether through donations, fundraising initiatives, collaborative projects, or amplifying our work within their own networks.



EXPENDITURE PLAN

Our key areas of expenditure include:

- ✓ Melrose Village Building Project
- ✓ Fundraising activities
- ✓ Charitable activities
- ✓ Administrative and operational costs
- ✓ Governance costs



DONOR ACKNOWLEDGEMENT



≥ \$100,000

Chen Foundation
Jesus The Light – A Gifting
Ministry of Far East Organization
Singapore Totalisator Board

\$50,000 - \$99,999

Karthikesan s/o Vairavan @
Vasudevan s/o Vairavan
Positive Design Pte Ltd

\$20,000 - \$49,999

Bukom 7th Lunar Month Festival
Jane, Tien-Fu (aka Thomas T.F. Jane)
Matte Black Pte Ltd
Morgan Stanley

\$10,000 - \$19,999

Apex Pharma Marketing Pte Ltd
Australian and New Zealand
Association (Singapore)
Conexus Studio Pte Ltd
EKH Pte Ltd
Henry Yeo
Ho Kok Kee
Howe Tse Chiang

In memory of the late
Koh Siang Choo

In memory of the late
Tan Kok Hwa

Jasmmine Wong

LinkedIn

Nishant Singh

NSL Sports and Recreation Club

RSAF

RSM Singapore

Simmons & Simmons Charitable
Foundation

Skinlab The Medical Spa Pte Ltd

SL Aesthetic Clinic Pte Ltd

Tan Chin Tuan Foundation

Wu Zhiyong

\$5,000 - \$9,999

Australian International School
Parents Association

Australian International School
Pte Ltd

Becton Dickinson Holdings
Pte Ltd

Brian O'Neill

Chong Chun Hon

David Bradly Aronovitch

Eileen Ang

Enova Electrical Pte Ltd

Euro Performance Asia Pte Ltd

Hong Leong Foundation

In memory of the late
Jalinda Chiam

Koon Wai Leong

Linklaters Singapore Pte Ltd

Loo Leong Peow

Ng Hui Ling (Huang Huiling)

Pontiac Land Group

Puspa Yeow

Rahul Gautam

Singapore Pools (Private)
Limited

Singtel Mobile Singapore
Pte Ltd

Tan Mei Ling, Michele

Yahya Abdulhussain Lukmanji
Saif Charity Trust

Yau Meng Wee Joses

Yu-Feng Lee

Zu-Lin Temple Association

\$2,000 - \$4,999

Adi Kanthan

Afshan Patel

Alvin Tan Tze Kiat

Ang Chia Hwee

Ang Nam Choon

Annie Goh Xin Ni

Arkiva Pte Ltd

CapitaLand Hope Foundation

Cecilia Tay

Chang Ling Lin

Choong Shang Siong

Cynthia Lim

D CONSULTANCY

Gan Geok Choo

Gaurav Jain

Gregory Thiery

Hugh Lane Spollen

Hui Kai Tung

In memory of the late
Kee Siok Hiang

Jaberson Technology Pte Ltd

Joan Yuan

K T Soh Developments Pte Ltd

K Venka

Kevin Aluwi

Kwee Tsui-Lin

Liam Henry

Lim Teck Chai Danny

Lim Yew Chuang Matthew

Liu Chang

Loke Jia Rong Dennis

Maxime Chigot

Oh Chun Siang

Ong Yun Yi Bernice

Pac-West Travel (S) Pte Ltd

Phang Zhi Yuan

Png Yeow Choon

PT-G Builders Pte Ltd

Shadiq Al-Hussain

Shubham Jain

Stella Jaeger

Teo Kar Hui Jason

Teo Lay Lin

Tiong Jin Yan

Tokumori Sasada

Vijay Vaidyanathan

Winnie Wan Siew Mei

ZLTD Watches Pte Ltd

\$1,000 - \$1,999

Academies Australasia College
Pte Ltd

Ade Cendekia Auw

Adrian Mak

Alvin Goh Chew Meng

Amber Lin

Andrew Chew Kwang Ming

Askar Amangeldi

Aziz Lakhani

Baranidharan Sivapatham

Boey Peng Fei Eugene

BR Boudoir Pte Ltd

Brendan Ross

Chan Poh Hock James

Chiew Sing Ye

Chii Kee

Chow Wei Ling

Chua Ah Hwee

Delta Exports Pte Ltd

Divamartham Pillay s/o

Annamalai

Dominic Tiah Zi Hen

(Cheng ZiHeng)

Dr Warren Lee's Paediatrics,
Growth & Diabetes Centre
Pte Ltd

Expats Furniture Rental Pte Ltd

Federico Bruno Cristina Donzelli

Floris Yee

GenRiver Financial Pte Ltd

Geraldine Er Dai Rong

Glover Daisy Suan Eleanor

Guan Min Liew

Gui Chuanhao

Ho Gim Teck

Hong Siu Ming, Cen

HSB

Ivan Er Yee Chiau

Jayanthi Gopal

Kanlian Ferry Pte Ltd

Kapil Trikha

Ke Zhenni

Ker Liang

Kevin Tseng

Koh See Heong

Lawrence Pang

Le Yong Saw

Lee Chang Heng

Lee Liu Yi

Lee Sixian

Lee Tat Chong

Leong Kah Loon

Leung Brian Haochiun

Lien An Ting Alyna

Lim Joo Boon

Lim Yu Xin

Lu Chun-Pin

Martina Teo

Michael Baruffi

Michael Keene

Ng Choon Kiat

Ng Hock Soon

Olivia Soo

Ong Leong Hee

Qi Zhen

Quek Seow Beng

Richard Brin Aguiar

Richard Tan Tiong Heng

Richwell Global
Forwarding Pte Ltd

Ronald Ong

Ryan Koh

RYO Esthetics Pte Ltd

Sahil Aggarwal

Seah Zi Ping Matthew

Shannon Perry Ignatius

Teo De Fang

Shipfinity International Pte Ltd

Siddhartha Bhattacharya

Sim Kwee Hor

Sona Oils Pte Ltd

Sonali Malhotra

Su Lin Kwee

Takanori Nakai

Tan Chan Tong

Tan Chee Hao

Tan Li Yue

Tan Siok Lan

Tan Sooi Kuan

Tan Suan Peng

Teng Si Heng

Teo Kheng Hwa

TMB Pte Ltd

Tong Yiu Nin

TRT Concept

Valarie Tan

Woo Shian Loong

Wu Peihui

Yasmin Bte Johan

Yee Yeong Wee

Yogesh Radke

Yum Cha Restaurant Pte Ltd

FINANCIAL HIGHLIGHTS

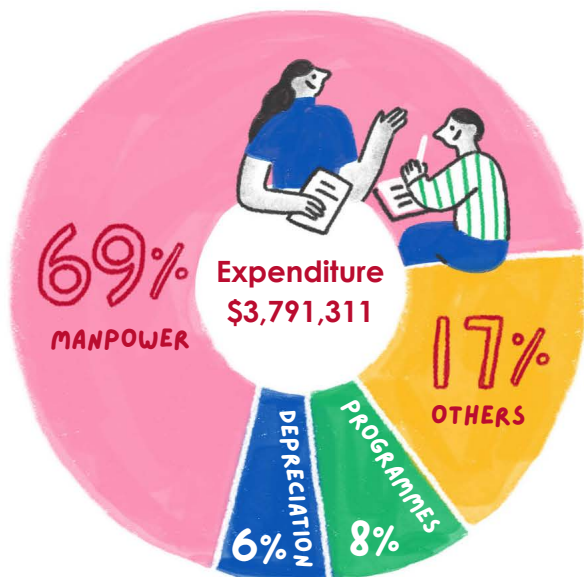
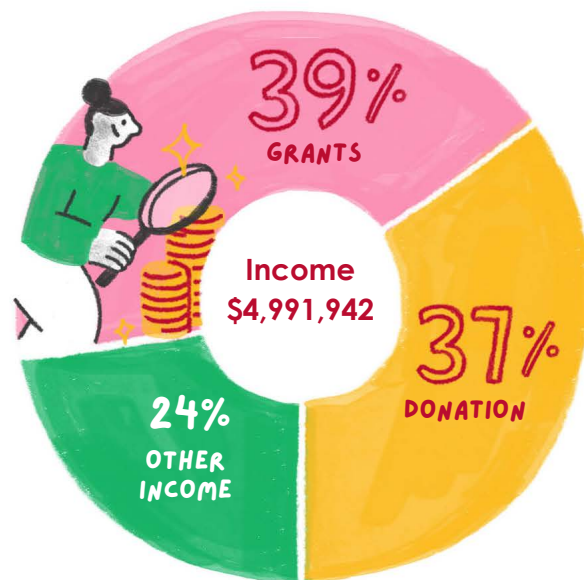


SUMMARY OF FINANCIAL PERFORMANCE

MAJOR FINANCIAL TRANSACTIONS

Repairs and
Maintenance
\$185,671

Digitalisation
\$50,355



RESERVE POLICY

The reserves ratio (general fund / total resources expended) of the Society's general fund is Nil (2024: 1.21). The reserve provides financial stability and supports the development of the Society's activities. The Society aims to maintain reserves at a level adequate for its operating needs. The EXCO regularly reviews the reserve level to ensure the Society can meet its ongoing obligations.

PURPOSE OF CHARITABLE ASSETS HELD:



MELROSE VILLAGE BUILDING PROJECT

Designated for the reconstruction of a new integrated facility on the charity's existing land

INVESTMENTS

A portfolio of bonds and mutual funds aimed at generating additional income or capital gains to support the charity's objectives



CASH AND CASH EQUIVALENTS

Primarily comprised of donations from the public, these funds are used to support the ongoing operations and activities of the charity



PRINCIPAL FUNDING SOURCE

The principal source of funding came from donations.

RESTRICTED FUNDS

The charity has disclosed its restricted funds on Page 74 of the Annual Report. Please refer to the Financial Statements for more information.

DISCLOSURE OF REMUNERATION STAFF

The annual remuneration of the top two key executives exceeds \$100,000 but did not individually exceed \$200,000. None of the above staff serve in the EXCO.

FINANCIAL STATEMENTS

Statements of Financial Activities

Year Ended 31 December 2025

	2025			2024		
	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)
Income						
Donation	1,402,073	413,013	1,815,086	2,758,184	7,244,072	10,002,256
Fee income	46,015	5,190	51,205	24,690	5,030	29,720
Government grants	130,080	1,803,473	1,933,553	195,120	2,384,375	2,579,495
Gifts in kind	28,362	–	28,362	58,705	–	58,705
Total income	1,606,530	2,221,676	3,828,206	3,036,699	9,633,477	12,670,176
Expenditure						
Administrative expenses	(20,201)	(4,764)	(24,965)	(36,963)	(6,994)	(43,957)
Auditors' remuneration	(29,053)	(3,447)	(32,500)	(33,128)	(3,931)	(37,059)
Bank charges	(2,340)	(278)	(2,618)	(58)	(2,716)	(2,774)
Food expenses	–	(157,394)	(157,394)	–	(195,442)	(195,442)
Central provident fund	(102,730)	(189,094)	(291,824)	(177,221)	(297,277)	(474,498)
Residents' expenditure	(303,968)	(104,467)	(408,435)	(463,550)	(132,177)	(595,727)
Depreciation of property, plant and equipment	(25,827)	(71,180)	(97,007)	(50,333)	(123,407)	(173,740)
Depreciation of right-of-use asset	(16,910)	(125,518)	(142,428)	(24,389)	(186,108)	(210,497)
Foreign workers levy	–	(28,840)	(28,840)	–	(35,740)	(35,740)
Housekeeping supplies	–	(18,537)	(18,537)	–	(26,105)	(26,105)
Insurance	(14,887)	(20,106)	(34,993)	(20,278)	(23,359)	(43,637)
Medical	(1,134)	(4,485)	(5,619)	(1,981)	(6,087)	(8,068)
Miscellaneous	–	(1,996)	(1,996)	(134)	(2,552)	(2,686)
Interest expense	(934)	(4,770)	(5,704)	(1,014)	(8,121)	(9,135)
Professional fees	(42,230)	(3,180)	(45,410)	(138,932)	(13,835)	(152,767)
Provision for unutilised leave	–	–	–	(4,121)	(13)	(4,134)
Repairs and maintenance	(12,850)	(172,821)	(185,671)	(185,584)	(301,262)	(486,846)
Telephone	(2,158)	(8,807)	(10,965)	(3,061)	(9,787)	(12,848)
Staff salaries	(742,057)	(1,183,231)	(1,925,288)	(1,128,434)	(1,656,832)	(2,785,266)
Bonuses	(103,284)	(148,628)	(251,912)	(116,282)	(181,567)	(297,849)
Staff training	(8,286)	(23,544)	(31,830)	(16,682)	(35,127)	(51,809)
Staff welfare	(6,940)	(15,605)	(22,545)	(14,147)	(22,962)	(37,109)
Government service tax expenses	(2,605)	(309)	(2,914)	(2,305)	(274)	(2,579)
Transportation	–	(17,200)	(17,200)	–	(17,551)	(17,551)
Rental of equipment	(529)	(1,023)	(1,552)	(643)	(1,399)	(2,042)
Utilities	(4,785)	(38,379)	(43,164)	(7,688)	(63,964)	(71,652)
Total expenditure	(1,443,708)	(2,347,603)	(3,791,311)	(2,426,928)	(3,354,589)	(5,781,517)

Statements of Financial Activities (cont'd)

Year Ended 31 December 2025

	2025			2024		
	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)
Other income:						
Interest income from deposits at amortised cost	140,576	–	140,576	217,737	–	217,737
Dividend income from investments	82,397	–	82,397	93,435	–	93,435
Interest income from deposits and financial assets at fair value through profit or loss ("FVTPL")	149,575	–	149,575	219,743	–	219,743
Other income	62,064	–	62,064	197,090	–	197,090
Gain on disposal of financial assets at FVTPL	47,645	–	47,645	36,981	–	36,981
Gain on fair value of financial assets at FVTPL	681,479	–	681,479	290,890	–	290,890
Total other income	1,163,736	–	1,163,736	1,055,876	–	1,055,876
Total surplus for the year	1,326,558	(125,927)	1,200,631	1,665,647	6,278,888	7,944,535

Statement of Financial Position

As at 31 December 2025

	<u>2025</u> (\$)	<u>2024</u> (\$)
ASSETS		
<u>Non-current assets</u>		
Property, plant and equipment	–	653,981
Right-of-use assets	–	181,873
Total non-current assets	–	835,854
<u>Current assets</u>		
Financial assets at fair value through profit or loss	–	9,683,829
Other receivables	–	74,231
Other non-financial assets	–	313,475
Cash and cash equivalents	–	13,309,919
Total current assets	–	23,381,454
Total assets	–	24,217,308
FUNDS AND LIABILITIES		
<u>Funds</u>		
<u>Unrestricted fund</u>		
General funds	–	6,993,709
<u>Restricted funds</u>		
Melrose Village Rebuilding fund ("MVRF") (formerly known as Clementi Melrose Village fund)	–	16,086,852
Ministry of Social And Family Development ("MSF")	–	–
Melrose Care Counselling & Psychotherapy services ("TF-CBT")	–	–
Asset capitalisation reserve	–	201,762
	–	16,288,614
Total funds	–	23,282,323
<u>Non-current liabilities</u>		
Provisions	–	196,300
Lease liabilities	–	75,180
Total non-current liabilities	–	271,480
<u>Current liabilities</u>		
Other payables	–	546,109
Lease liabilities	–	117,396
Total current liabilities	–	663,505
Total liabilities	–	934,985
Total funds and liabilities	–	24,217,308

Statement of Cash Flows

Year Ended 31 December 2025

	<u>2025</u> (\$)	<u>2024</u> (\$)
<u>Cash flows from operating activities</u>		
Net surplus resources for the year	1,200,631	7,944,535
Adjustments for:		
Interest income	(290,151)	(437,480)
Dividend income from investments	(82,397)	(93,435)
Depreciation of property, plant and equipment	97,007	173,740
Depreciation of right-of-use asset	142,428	210,497
Interest expenses on lease liabilities	5,704	4,510
Gain on fair value of financial assets at fair value through profit and loss ("FVTPL")	(681,479)	(290,890)
Gain on disposal of financial assets at FVTPL	(47,645)	(36,981)
Operating cash flows before changes in working capital	344,098	7,474,496
Other receivables	(426,107)	16,249
Other non-financial assets	(379,510)	(132,454)
Other payables	151,291	48,165
Provisions	1,270	4,625
Net cash (used in) / provided by operating activities	(308,958)	7,411,081
<u>Cash flows from investing activities</u>		
Purchase of property, plant and equipment	(3,098)	(7,314)
Purchase of financial assets at FVTPL	(14,934,083)	(17,938,957)
Proceeds from sale of financial assets at FVTPL	14,719,698	17,653,201
Dividend received	82,397	93,435
Interest received	290,151	437,480
Net cash provided by investing activities	155,065	237,845
<u>Cash flows from financing activities</u>		
Repayment of lease liabilities	(156,918)	(233,470)
Transfer of operations	(12,999,108)	–
Net cash used in financing activities	(13,156,026)	(233,470)
Net (decrease) / increase in cash and cash equivalents	(13,309,919)	7,415,456
Cash and cash equivalents, statement of cash flows, beginning balance	13,309,919	5,894,463
Cash and cash equivalents, statement of cash flows, ending balance	–	13,309,919

Statement of Changes in Funds

Year Ended 31 December 2025

	← Restricted Funds →						
	Unrestricted Fund (\$)	Melrose Village Rebuilding Fund ("MVRF") (\$)	Ministry of Social and Family Development (\$)	Melrose Care Counselling & Psychotherapy Services ("TF-CBT") (\$)	Asset Capitalisation Reserve (\$)	Total Restricted Funds (\$)	Total Fund (\$)
Current year:							
Balance at beginning of the year	6,993,709	16,086,852	–	–	201,762	16,288,614	23,282,323
Net surplus / (deficit) for the year	1,326,558	404,523	(251,496)	(278,954)	–	(125,927)	1,200,631
Utilised for capital expenditure purpose	–	(344,609)	–	–	344,609	–	–
Transfer from unrestricted fund to restricted fund	(530,450)	–	251,496	278,954	–	530,450	–
Transfer of operations	(7,789,817)	(16,146,766)	–	–	(546,371)	(16,693,137)	(24,482,954)
Balance at end of the year	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>
Previous year:							
Balance at beginning of the year	6,949,082	8,302,503	–	9,896	76,307	8,388,706	15,337,788
Net surplus / (deficit) for the year	1,665,647	7,149,804	(463,297)	(407,619)	–	6,278,888	7,944,535
Utilised for capital expenditure purpose	–	(125,455)	–	–	125,455	–	–
Transfer from unrestricted fund to restricted fund	(1,621,020)	760,000	463,297	397,723	–	1,621,020	–
Balance at end of the year	<u>6,993,709</u>	<u>16,086,852</u>	<u>–</u>	<u>–</u>	<u>201,762</u>	<u>16,288,614</u>	<u>23,282,323</u>

GOVERNANCE EVALUATION CHECKLIST (TIER 2)

GEC Scoring Matrix: Yes - 2 | Partial Compliance - 1 | No - 0

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 1: The charity serves its mission and achieves its objectives. (Score: 8)				
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	1.3	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.			
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. (Score: 19)				
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)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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,	2.3	Partial Compliance (1)	The Terms of Reference for the adhoc committees such as the Melrose Village Taskforce and the ESG Taskforce are under review to ensure alignment with governance requirements.

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	Fund-raising, Appointment/ Nomination, Human Resource, and Investment.			
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 re-appointment, at least once every three years.	2.5	Yes (2)	
10	Develop proper processes for leadership renewal. This includes establishing a term	2.6	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	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 re-appointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.			

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	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.			
11	Ensure the Board has suitable qualifications and experience, understands its duties 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	2.8	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	Board's decision-making.			
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	2.9a 2.9b 2.9c	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	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.			
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	2.9d	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	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.			
Principle 3: The charity acts responsibly, fairly and with integrity. (Score: 12)				
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	3.2	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	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.			
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)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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. (Score: 12)				
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).	4.1 a	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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.	4.1 b	Partial Compliance (1)	Management has implemented the recommended processes identified by Internal Audit in the previous review cycle, with full implementation targeted for completion in 2026.
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	4.2	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	assistance to business entities).			
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	Partial Compliance (1)	A key risk register has been established. Key risk indicators are currently being developed and will be incorporated into regular reporting.
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	4.4	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.			
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. (Score: 16)				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements	5.1	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).			
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)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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	5.5	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	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.			
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	5.6b	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	resources to conduct their roles effectively. b. 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.			
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. (Score: 6)				
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	6.1	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	increase public support, show appreciation to supporters, and so on).			
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: 73 (96%)

For good governance, all IPCs and large non-IPC charities under Tier 2 should minimally attain 80% of the GEC score (minimum 61 points).

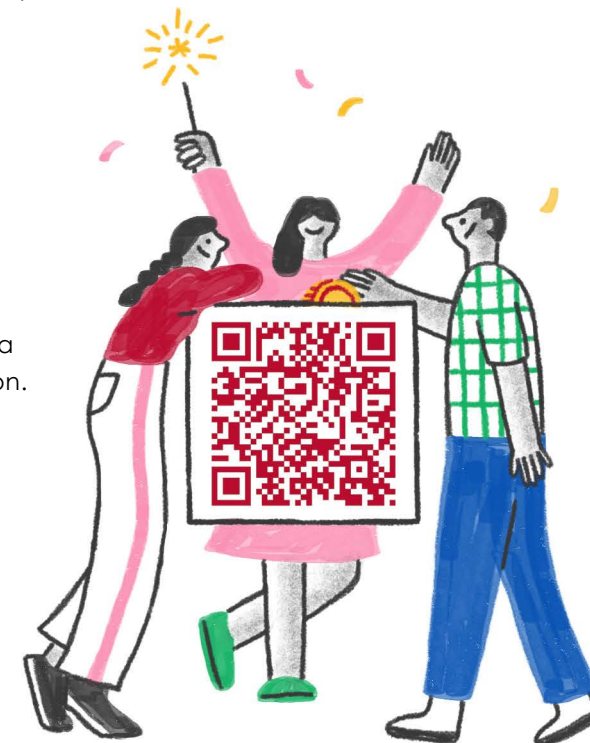
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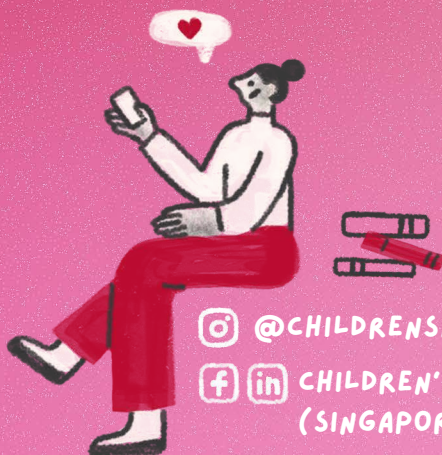
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