



RE-ENERGISING

HOPE,

EMPOWERING

YOUTH

Annual Report 2024/2025

HELPING YOUTHS SUCCEED

**CHILDREN-AT-RISK EMPOWERMENT
ASSOCIATION (CARE SINGAPORE)**

📍 428 Pasir Ris Drive 6, #01-21, Singapore 510428

✉️ hello@care.sg

📷 @caresingapore

📘 CARE Singapore



SCAN TO DONATE!

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PRESIDENT'S MESSAGE



The past year has tested CARE Singapore's resilience. We faced a significant financial deficit – a stark reminder of the challenges charities encounter amid fluctuating donations and rising community needs. Despite this, the Board remains steadfast in its commitment to steward CARE with transparency, prudence, and a deep belief in our mission.

To ensure CARE remains future-ready, we have strengthened governance, enhanced risk management, and renewed Board leadership. These efforts were nationally recognised

through the **Charity Transparency Dedication Award**, the **Learning Enterprise Award**, and the **SkillsFuture Employer Award**. These accolades reflect our organisation's culture of accountability, continuous improvement, and lifelong learning.

We also made meaningful progress in our digital transformation and expanded our impact in youth mental health through the CREST-Youth initiative. Our role as the SG Cares Volunteer Centre @ Pasir Ris has matured, with co-designed programmes involving schools, seniors, and residents. The strong traction in intergenerational initiatives highlights the trust and relevance CARE continues to build.

As we approach our 28th year, we do so with humility and confidence. Our financial reserves remain stable, our staff remain deeply committed, and our mission – to empower youths and families for resilient futures – is more vital than ever.

On behalf of the Board, I extend heartfelt thanks to our partners, donors, volunteers, and staff. Your continued support sustains us. Together, we will transform today's challenges into tomorrow's breakthroughs.

MR JEFFREY
NEO

EXECUTIVE DIRECTOR'S MESSAGE

In a year marked by financial headwinds, CARE Singapore remained steadfast in its mission to uplift lives and strengthen communities. Beyond the numbers are stories of transformation – students rediscovering hope, families receiving timely support, and communities growing more connected.

The restructuring of our programmes into four life stages – children, youths, young adults, and families – has enhanced our ability to support transitions, coordinate interventions, and design for sustained impact. The impact extends beyond school-based engagement to mentoring, after-school activities, and family-focused initiatives.

Our CREST-Youth partnership expanded in both reach and relevance, with increased emphasis on early identification, school-community referrals, and proactive family engagement. Programmes such as CARE4Uth demonstrated the value of early support in preventing crises.

As the SG Cares Volunteer Centre in Pasir Ris, we continued to foster meaningful community-building efforts.

Internally, our digital transformation progressed with support from NCSS. The execution of our Digital Strategy Plan saw staff adopting tools like Culture Amp, Lithium, and LinkedIn Learning, while integrating

Individual Development Plans and Professional Development Hours into daily workflows. We also embarked on the NCSS Organisational Health Framework for Social Service (OHFSS), committing to a strategic roadmap to strengthen our agency and amplify our impact. These initiatives reflect a cultural shift – aligning personal development with organisational readiness.

While rising operational costs and reduced donations posed challenges, we remained proactive. We pursued strategic partnerships, refreshed fundraising strategies, and explored innovative service models to ensure financial sustainability without compromising service quality.

To our staff, volunteers, donors, and partners – thank you for your unwavering support. As we commemorate decades of service, we do so with renewed clarity and purpose: every challenge is an opportunity to build a future where all young people can thrive.



DR JOHN
TAN

CARE AT A GLANCE

OUR VISION/MISSION, CHARITY PURPOSE AND OBJECTIVES

The Children-At-Risk Empowerment Association (CARE Singapore) is a registered charity and youth development agency dedicated to empowering vulnerable young people to find direction, hope, and success. Recognised by the National Council of Social Service (NCSS) as one of the Centres of Specialisation for youth empowerment, CARE Singapore has earned the trust of schools, families and partners.

Since our establishment in 1997, we have been committed to guiding at-risk youths through a holistic and community-driven approach. Our core mission is clear: Helping Youths Succeed. We offer a comprehensive range of programmes and support services, tailored to meet the diverse needs of vulnerable youths and their families.

CARE Singapore also serves as the appointed SG Cares Volunteer Centre for Pasir Ris since 2022, a role that connects us more deeply with schools, families, and communities. Through this, we help bring people together to build trust, grow local support networks and create a sense of belonging that benefits every young person we reach.

In 2024, we received a 3-year appointment as a CREST-Youth community partner, becoming part of a dedicated community mental health network supported by the Agency for Integrated Care (AIC) and serving as a trusted bridge between young individuals, their families, and the wider network of health and social care services.

GOVERNING INSTRUMENT AND REGISTRATION

CARE Singapore is governed by its Constitution, registered as a society under the Societies Act on 4th January 2000, and registered as a charity under the Charities Act (Chapter 37) on 26th June 2001. CARE Singapore was accorded Institution of a Public Character (IPC) status from 1st February 2025 to 31st July 2026, renewable upon compliance with regulatory requirements.

Unique Registration Number (UEN):
T00SS0043E

Registered Address:
428 Pasir Ris Drive 6 #01-21 Singapore 510428

Auditor:
NEXTON ASSURANCE PAC

Bankers:
OCBC and UOB

Lawyers:
External Lawyer Appointed on an as-needed basis

OUR GUIDING VALUES TO LIVE AND SERVE WITH FIRE

Faith – There is a success story in every child.

Innovation – There is always a better way.

Resilience – Problems are tough, but we are tougher.

Excellence – In all we do, we give our very best.

KEY MILESTONES DURING THE YEAR

BUILDING SUPPORTIVE ENVIRONMENTS

As we embraced our role as a CREST-Youth partner, we expanded our focus to encompass the creation of supportive environments not only for the individuals we serve, but within the families, schools, workplaces, and communities that shape their daily lives.

This work reflects a growing understanding that mental health is shaped by the systems and relationships around us. In FY2024/25, our initiatives included:

Supporting Families:

Equipping parents and caregivers through workshops, support groups, and family counselling, helping them become stronger pillars for their children's mental well-being.

Empowering Communities:

Fostering open conversations on mental health, training community members to recognise early signs of distress; and working alongside grassroots partners to build a culture of care and inclusion.

Collaborative Ecosystems:

Deepening partnerships with schools, healthcare providers, social service agencies, and employers, so that every touchpoint in a young person's life can contribute meaningfully to their well-being journey.

MENTAL HEALTH ACROSS LIFE STAGES

We recognise that mental health needs evolve throughout life. This year, we broadened our outreach and programmes to better support individuals across the life stages:

Primary Students:

Delivering in-school programmes that build emotional literacy, resilience, and self-awareness from an early age.

Youths:

Providing peer support networks, skills-based workshops, and accessible pathways to professional care when needed.

Young Adults:

Supporting transitions into higher education or the workforce, with a focus on coping strategies, stress management, and help-seeking behaviours.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) COMMITMENT

In line with the 2023 Code of Governance, CARE Singapore is embedding ESG into our operations:

Environmental:
Reduced paper consumption by 40% through digital adoption; implemented recycling at all centres; energy-efficient upgrades planned for FY2025/26.

Social:
Continued focus on youth mental health and family resilience; launched staff well-being initiatives including professional development plans and wellness support.

Governance:
Strengthened Board renewal, adopted term limits, and implemented whistleblowing and COI policies.

These practices ensure CARE's impact is sustainable and aligned with Singapore's Green Plan 2030 and social development goals.

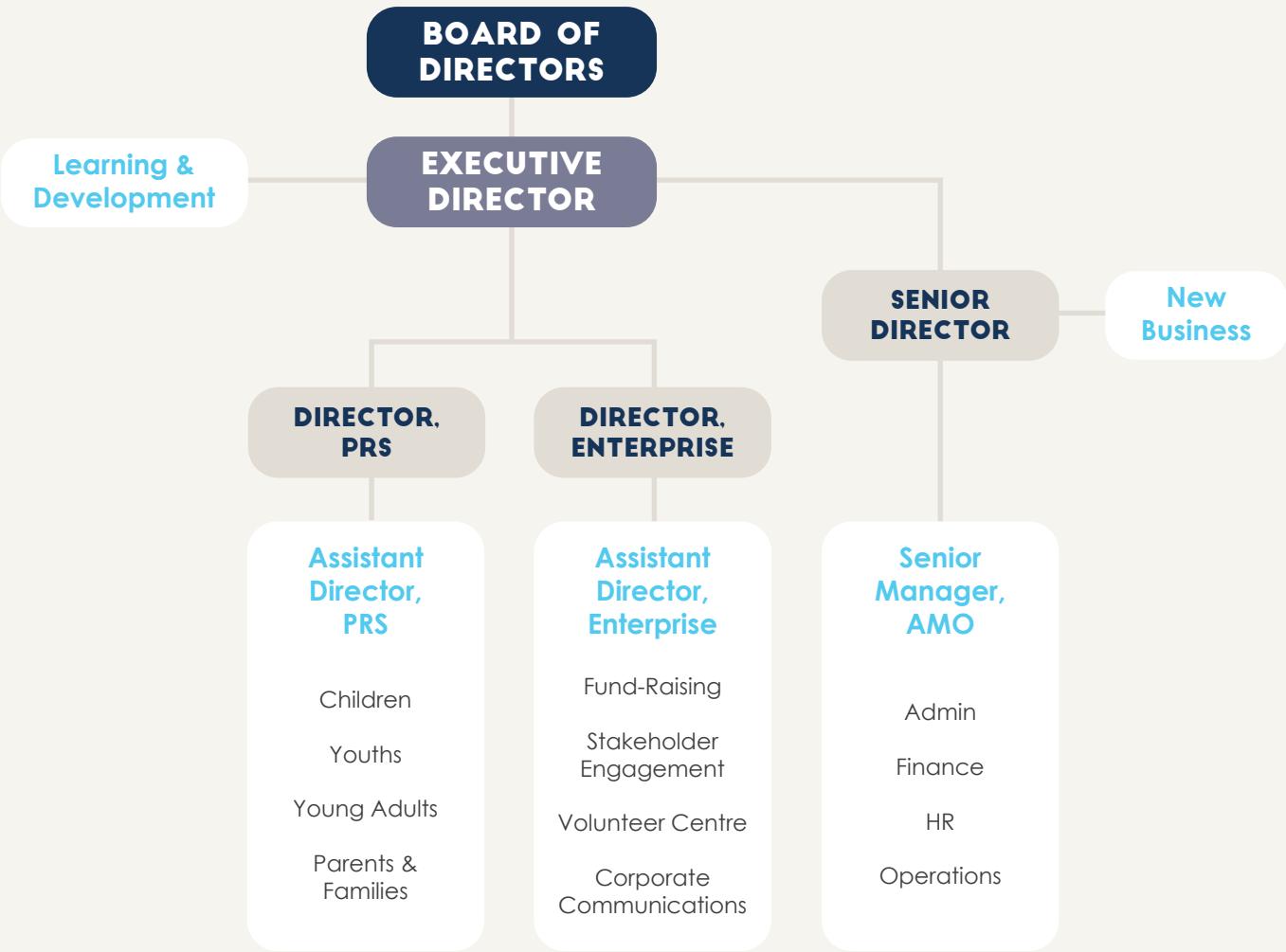
DRIVING ESG AT CARE

In 2024, we placed added focus on advancing sustainability and good governance. We were honoured to receive the Charity Transparency Dedication Award 2024, a recognition of our commitment to integrity, accountability, and transparency in stewarding resources.

At the same time, we deepened our focus on Environmental, Social, and Governance (ESG) strategies. On the environmental front, we advanced our digitalisation efforts, reducing paper use and streamlining processes for greater efficiency. For the social aspect, we continued uplifting at-risk youths and families, while also investing in staff well-being and capacity-building.

Together, these efforts reinforce our belief that sustainable impact is built on strong governance, responsible practices, and care for both people and planet.

ORGANISATION CHART



BOARD OF DIRECTORS

The Board of Directors serves as CARE Singapore's highest policy and decision-making body, ensuring that the organisation is responsibly governed, financially sound, and consistently delivers on its mission to serve the community.

Comprising dedicated individuals from diverse fields such as education, civil service, banking, and business, all Board and Board Committee Members are volunteers who contribute pro-bono their time, expertise and services. They do not receive any allowance, honorarium, reimbursements or remuneration for their efforts.

Board appointments are held for a two-year term, with office bearers elected during the Annual General Meeting (AGM). With competencies spanning strategic planning, business operations, and human resource management, members provide continuity and oversight, while also identifying and recruiting new members to support succession planning and sustainability.

For this Financial Year, we are in the process of forming sub-committees as our Board comprises relatively newer members due to our ongoing renewal exercise. It is anticipated by the next Financial Year, we would have the relevant sub-committees in place. The relevant officers currently serving on the Board do not hold prior appointments in the charity, except for the Board President, who has served since 2001, and our Board Vice-President, who served as Treasurer from 2020 to 2021.

CARE Singapore does not have any related entities. None of its Board Members hold general control or management responsibilities in any related entity.

GOVERNING BOARD



BOARD TERM

Name	Position(s) in Board / Year of Appointment	Occupation	FY2024/25 Meeting Attendance
1 Mr Jeffrey Neo Kheng Leong	President (2001- 2005; 2006 to present) Board Member since 2000	Director, Ministry of Defence	4/4
2 Mr Darren Lai Kai Wah	Vice-President (2023 to present) Treasurer (2020-2021) Board Member since 2013	Lead Research Specialist, Corporate Research Office, Ministry of Education	4/4
3 Mr Melvin Pan Kok Mun	Treasurer (2024 to present) Board Member (2023 to present)	Senior Trader, Enerfo Pte Ltd	3/4
4 Ms Lyndsay Allison Lam	Secretary (2024 to present) Board Member (2023 to present)	Office Manager, Simply Smiles	4/4
5 Ms Angela Ngui Siu Chin	Board Member (2023 to present)	Administrative Manager, Advent Links-SAUC Education Centre	3/4

Name	Position(s) in Board / Year of Appointment	Occupation	FY2024/25 Meeting Attendance
6 Ms Olivine Lin Si Shi	Board Member (2023 to present)	Senior Lecturer, School of Law, Singapore University of Social Sciences	3/4
7 Mr Willie Yuen Wei Li	Board Member (2023 to present)	Livestream Technical Director, Spring Forest Studio Pte Ltd	2/4
8 Mr Kenneth Pan Kok Keong	Board Member (2008 to 2025) Treasurer (2012-2014; 2016-2018)	Pilot, Singapore Airlines	2/4
9 Ms Neo Kah Yean	Board Member (2008 to 2025)	Senior Director, A*STAR	3/4
10 Mr Wong Wai Chong	Board Member (2024 to present)	Senior Project Manager, Logicalis Singapore	1/2

Note: Our board renewal process is presently underway, having commenced two FYs ago. We anticipate this process will be completed by the end of the coming FY. To provide guidance and stability during this transition, both the board president and vice-president remained in their positions and will relinquish their roles by the end of the next FY.

BOARD RENEWAL AND SUB-COMMITTEES

Board renewal is an ongoing priority. Office bearers are elected for two-year terms at each AGM. In line with the Charity Code of Governance (2023), CARE Singapore is instituting maximum term limits of 10 consecutive years for Board Members.

As per our Constitution, all office bearers, except the Treasurer, may be re-elected to the same or related post for a consecutive term of office. Re-appointment of the outgoing Treasurer to the Treasurer position or any

position which is involved in the finances of a charity may be considered after a lapse of at least two years. The term of office of the Committee is two years.

During the year, we commenced the formation of key sub-committees (Audit, Finance, Programmes and Services, and Fundraising/Stakeholder Engagement). These will be fully operational by FY2025/26, with terms of reference documented to ensure effective oversight.

EXECUTIVE MANAGEMENT TEAM

DR JOHN TAN KONG ENG
Executive Director
Appointed to position since 1 Jan 2005



MR ANTHONY CHNG YEONG SIONG
Senior Director
Appointed to position since 7 Sep 2024

MS LENA TEO SWEE LING
Director, Programmes and Services (PRS)
Appointed to position since 1 Jan 2024



RENUMERATION OF KEY MANAGEMENT PERSONNEL

In accordance with the Charities (IPC) Regulations, in FY2024/25:

- No Board Member received remuneration.
- No staff is a close family member of any Board Member or the Executive Director.
- The number of staff (including the Executive Director) whose total annual remuneration fell within the following bands is:
 - \$100,001 to \$200,000: 5 staff
 - \$200,001 and above: Nil

MANAGEMENT OF CONFLICT-OF-INTEREST (COI)

There is no paid staff in the Society's Management Committee.

Committee members are required to disclose any interest that they may have, whether directly or indirectly, that the Society may enter into or in any organisations that the Society has dealings with or is considering dealing with; and any personal interest accruing to him as one of the Society's supplier, user of services or beneficiary.

Should there be any potential conflict of interest, the affected Management Committee member may not vote on the issue that was the subject matter of the disclosure.

Detailed minutes will be taken on the disclosure as well as the basis for arriving at the final decision in relation to the issue at stake.

There was no transaction with a corporation in which the trustees/office bearers and the key management personnel had an interest during the fiscal year 1 May 2024 to 30 April 2025.

There is no staff that is a close member of the family of the Executive Director or Board Members.

RISK MANAGEMENT AND INTERNAL CONTROLS

CARE Singapore recognises that prudent risk management and strong internal controls are essential for sustainability. A risk register is maintained to identify, assess, and mitigate strategic, operational, financial, and compliance risks.

Internal controls include segregation of duties, Board approval of significant expenditures, and annual external audits. The Audit/Finance Sub-Committee will oversee internal controls, risk management, and compliance with regulatory requirements.

WHISTLEBLOWING POLICY

CARE Singapore is committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and legislation. In line with this commitment, we provide an avenue for employees and external parties to raise concerns regarding malpractice, statutory noncompliance, actual or suspected improprieties in financial transactions and any other wrongdoing.

The channels of reporting are:

To PRESIDENT, CARE Singapore via dedicated email: jeffneo@care.sg

OR

By Mail: Marked "Private and Confidential", Attention to: President CARE Singapore Blk 428 Pasir Ris Drive 6 #01-21 Singapore 510428

To encourage transparency and accountability, we encourage the whistleblower to identify himself/herself. All information will be kept strictly confidential by our President and all concerns raised will be assessed to ensure that they are fairly and properly considered. Any individual making a whistleblowing report will retain his/her anonymity unless he/she agrees otherwise. No person should suffer reprisal as a result of reporting a genuine concern, even if they are mistaken. However, this assurance does not extend to any person who intentionally provides information in a report which they know or reasonably believe to be untrue.

GOVERNANCE

OUR FINANCIAL SITUATION IN FY2024/25

STATEMENT OF FINANCIAL POSITION AS AT 30 APRIL 2025

	2025 \$	2024 \$
ASSETS		
Current assets		
Cash and cash equivalents	6,005,076	7,451,793
Other receivables	71,793	5,793
	6,076,869	7,457,586
Non-current assets		
Property, plant and equipment	25,078	4,386
Total assets	6,101,947	7,461,972
LIABILITIES		
Current liabilities		
Trade and other payables	91,190	436,583
Total liabilities	91,190	436,583
NET ASSETS	6,010,757	7,025,389
FUNDS		
Unrestricted funds		
Accumulated general fund	7,063,414	7,349,527
Other Charitable Activities	(930,399)	-
Restricted funds		
(TSP) The Scaffold Programme Fund	(21,784)	-
X-Cite	(48,631)	(288,604)
(VC) Volunteer Centre Fund	(9,923)	(34,365)
Crest Youth	(40,961)	-
Mentoring	(959)	-
The Invictus Fund	-	(1,116)
(EAP) Employee Assistance Programme Fund	-	(53)
(TSS) Transformation Support Scheme	-	-
	6,010,757	7,025,389

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 APRIL 2025

PROJECTS	Unrestricted		Restricted					Total 2025 \$	Total 2024 \$
	General \$	Other Charitable Activities \$	TSP \$	X-Cite \$	VC \$	Crest Youth \$	Mentoring \$		
INCOME									
Donation income									
Tax-exempt donation	1,150,554	-	-	-	-	-	-	1,150,554	2,357,218
Non tax-exempt donation	334,736	-	-	-	-	-	-	334,736	385,945
Other donation	68,350	-	-	239,973	-	-	-	308,323	93,583
	1,553,640	-	-	239,973	-	-	-	1,793,613	2,836,746
Government Grants									
Grant from NCSS									
Tote Board Social Service Fund	-	-	313,924	-	-	-	-	313,924	645,112
NCSS ad-hoc grant	-	-	-	-	-	-	-	-	89,093
Crest Youth	-	-	-	-	-	248,280	-	248,280	-
Other government grant	101,901	-	-	-	-	-	-	101,901	255,615
	101,901	-	313,924	-	-	248,280	-	664,105	989,820
Miscellaneous income									
Programme fees	1,530	140,180	-	-	240,000	-	-	381,710	479,126
Other activities / services	-	-	-	-	-	-	137,669	137,669	59,938
Fundraising project	-	-	-	-	-	-	-	-	218
Other income	43,603	-	-	-	-	-	-	43,603	23,077
Interest income	-	-	-	-	-	-	-	-	44,468
	45,133	140,180	-	-	240,000	-	137,669	562,982	606,827
Total income resources									
	1,700,674	140,180	313,924	239,973	240,000	248,280	137,669	3,020,700	4,433,393

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2025

PROJECTS	Unrestricted		Restricted					Total 2025 \$	Total 2024 \$
	General \$	Other Charitable Activities \$	TSP \$	X-Cite \$	VC \$	Crest Youth \$	Mentoring \$		
EXPENDITURE									
Expenditure on Manpower									
Salaries & allowances	1,353,457	880,723	258,166	-	163,323	233,621	111,808	3,001,098	3,010,190
CPF contributions	192,194	144,022	44,019	-	28,261	40,287	19,316	468,099	456,570
	1,545,651	1,024,745	302,185	-	191,584	273,908	131,124	3,469,197	3,466,760
Other Operating Expenditure									
Cost of programme delivery									
General programme costs	8,295	45,309	33,503	-	10,077	8,239	5,186	110,609	176,370
Education, outreach activities & projects	7,981	275	-	-	200	-	1,652	10,108	97,679
Fundraising & Corporate Communications									
Fundraising expenses	46,186	-	20	-	-	-	-	46,206	67,873
General, PR, volunteer related expenses	14,954	-	-	-	5,102	3,757	666	24,479	21,478
Staff training & other benefits									
Staff welfare & benefits	73,158	250	-	-	2,432	1,771	-	77,611	69,208
Training and development	72,100	-	-	-	5,195	249	-	77,544	59,730
Centre operational cost									
Centre rental, utilities & operations	36,177	-	-	-	-	8	-	36,185	39,926
Centre maintenance	117,659	-	-	-	968	1,309	-	119,936	153,921
Depreciation	12,071	-	-	-	-	-	-	12,071	6,396
Professional services fee	51,386	-	-	-	-	-	-	51,386	49,828
	439,967	45,834	33,523	-	23,974	15,333	7,504	566,135	742,409
Total expenditures	1,985,618	1,070,579	335,708	-	215,558	289,241	138,628	4,035,332	4,209,169
Surplus/(deficit) for the year	(284,944)	(930,399)	(21,784)	239,973	24,442	(40,961)	(959)	(1,014,632)	224,224

MAJOR FINANCIAL TRANSACTIONS

During FY2024/25, CARE Singapore did not undertake any property purchases or investments outside its ordinary course of operations. The main significant transactions comprised:

- Receipt of a \$313,924 Tote Board Social Service Fund grant to support programme delivery.
- Allocation of \$248,280 under the CREST-Youth initiative to strengthen community-based mental health services.
- Programme delivery costs of approximately \$3.0 million to sustain youth and family interventions.

These transactions were approved by the Board in accordance with governance policies and recorded in the audited financial statements.

RESERVES POSITION

The Society's reserve position for financial year ended 30 April 2025 is as follows:

	2025 S\$'000	2024 S\$'000	Increase/ (Decrease) %
A Unrestricted Funds			
Accumulated general funds	7,063	7,350	-3.89%
B Restricted of Designated Funds			
(TSP) The Scaffold Programme Fund	(22)	-	0.00%
(VC) Volunteer Centre Fund	(10)	(34)	-100.00%
The Invictus Fund	-	(1)	-100.00%
(EAP) Employee Assistance Programme Fund	-	(0)	-100.00%
(TSS) Transformation Support Scheme	-	-	0.00%
X-Cite	(49)	(289)	100.00%
Other Charitable Activities	(930)	-	100.00%
Crest Youth	(41)	-	100.00%
Mentoring	(1)	-	100.00%
C Endowment Fund	N/A	N/A	N/A
D Total Funds	6,011	7,025	-14.44%
E Total Annual Operating Expenditure	4,035	4,209	-4.13%
F Ratio of Funds to Annual Operating Expenditure (D/E)	1.49	1.67	-10.76%

Reference:
C. An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a foundation to spend as grants.
D. Total Funds include unrestricted, restricted / designated and endowment funds.
E. Total Annual Operating Expenditure includes expenses related to expenditure on manpower, property, plant and equipment and other operating expenditure expenses.

PURPOSE OF
ASSETS HELD
AND RESERVES
POLICY

CARE Singapore's assets are primarily held to support ongoing programmes and ensure sustainability of services. The Board has long adopted a low-risk and conservative stance on reserves as a safeguard against funding volatility. As at 30 April 2025, unrestricted funds stood at \$6.01 million, representing a 1.49 ratio of funds to annual expenditure, which is aligned with this policy.

Restricted funds are designated for specific programmes (e.g. Scaffold Programme, X-Cite, Volunteer Centre, CREST-Youth, and Mentoring). These funds are applied strictly for their intended purposes and are monitored by programme leads with Board oversight.

RESERVES
POLICY

To reassert the practice of placing the Society's reserves in only low-risk and conservative financial instruments until such time when reserves amass an amount equivalent to three-years expenses level where upon other investment options may be considered.

GOVERNANCE EVALUATION CHECKLIST

(TIER 2) FOR FY2024/25

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	No	Our Board is in the midst of ongoing renewal process. The formation of these committees will be done in the next FY.	0
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

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
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	For this FY, two of our Board members have exceeded the 10-year term limit. These positions are the President and Vice-President who have remained to provide stability during the transition while our Board undertakes a renewal process that begun 2 FYs ago, we expect 100% of the Board members will be within the term limits by the next FY.	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

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
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

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
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

CARE Singapore has completed and will submit its Governance Evaluation Checklist for FY2024/25 through the Charity Portal, as required under the Charities (Accounts and Annual Report) Regulations. The GEC was reviewed and approved by the Board prior to submission.

PROGRAMMES AND SERVICES

CARE Singapore provides a comprehensive range of services aimed at youth empowerment, community outreach, and mental health support.

Our programmes and services are organised under three key facets:
Children & Youth, **Young Adults**, and **Families & Caregivers**.

Whether we are reaching youth at-risk through schools, promoting family bonding and building healthy relationships or spreading awareness on mental health, we are dedicated to building a better world for the future generation.

IMPACT MEASUREMENT

In FY2024/25, CARE Singapore directly supported 4,000 youths and families through school-based, community, and family programmes.

Key outcomes include:

Service satisfaction ratings of **4.4/5** reported by students served; **3.7/4** by parents; and **3.6/4** by teachers we collaborated with.

70% of parents attending support groups reported stronger family relationships.

Volunteer engagement involved some **5,680** active volunteers, **1,610** volunteer leaders, and **433** community partnerships.

These outcomes are measured through surveys, focus groups, and programme data, and they inform continuous improvement of our interventions.

Children & Youth

POSITIVE YOUTH DEVELOPMENT MENTORING (PYD)

At CARE Singapore, we believe in the power of mentorship to shape young lives. Our Positive Youth Development Mentoring (PYD) programme equips and supports community volunteers to walk alongside youths in their journey of growth.

Through structured training, supervision, and regular engagement, mentors are matched with students identified by schools as needing extra guidance. These relationships focus on personal growth, goal setting, and opening new opportunities, while also enriching the lives of mentors. Rooted in the belief that it takes a village to raise a child, PYD builds a nurturing ecosystem where both youths and mentors thrive.

Children & Youth

SPORTS PARTNERSHIP

Since 2012, CARE Singapore has built a meaningful 13-year partnership with Freekick, an independent four-week football programme supported by Mr Aaron Ferguson and volunteers from Standard Chartered Bank.

Beyond technical training, students learn discipline, teamwork, and resilience, gaining insights into the mindset of professional athletes. For many, it is a motivating and empowering experience that strengthens both sporting passion and personal growth. The programme concludes with friendly matches where students showcase their skills and celebrate their progress.

Children & Youth

SCHOOL SOCIAL WORK

CARE Singapore offers a year-long, comprehensive life-skills programme tailored for both Primary and Secondary school students. Rooted in the principles of positive youth development, our approach is preventive, holistic, supportive, and motivational, equipping young people with the socio-emotional tools they need to thrive.

These research-based, field-tested, and cost-effective programmes have made a measurable difference, positively impacting over 30,000 lives since 1997.

With programmes like The Scaffold Programme (TSP), StarKidz!, GirlPower!, Mentoring, and YOUthrive!, we empower students with essential life skills, emotional support, and positive adult guidance – helping them build resilience, strengthen relationships, and thrive both in and out of school.

Every week, our dedicated team of professional Youth Workers and Counsellors work directly with students to build trust and create safe spaces for growth. Through strong rapport and authentic relationships, students feel supported empowered to seek guidance when navigating personal, social, or academic challenges.

TRANSFORMING JOURNEYS: STORIES OF GROWTH AND CONFIDENCE

Over the year, we witnessed quiet yet powerful transformations in several of the students we serve – reminders of the deep impact that consistent support, patient guidance, and belief in a young person's potential can bring:

S

– Learning Respect, Responsibility, and Resilience (Sec 2)

S began the year aloof, rude, and often absent from school. With steady support from CARE staff, she became more receptive to feedback and encouragement. Today, she attends ASE regularly, behaves respectfully in class, helps peers, and takes responsibility at home by caring for her younger brother with special needs.

A

– Finding Confidence Through Creativity (Sec 2)

Initially anxious and withdrawn, A found it hard to approach peers or take on tasks. When invited to design cards for programme sponsors, she discovered joy and confidence in her art. She now participates actively, speaks up in groups, and uses creativity as a bridge to stronger self-belief and friendships.

K

– Small Steps Toward Big Change (Sec 2)

K struggled with poor health, absenteeism, and reluctance to try new things. With gentle 1-on-1 support and encouragement, he began stepping outside his comfort zone, engaging more in activities. He now interacts confidently, takes initiative, and communicates clearly, showing how steady support can spark transformation.

L

– Building Confidence Through Connection (Sec 1)

Once frequently in conflict with peers, L struggled with repeated disciplinary issues despite close guidance from his Special Education Needs Officer (SENO), CARE staff, and teachers. A darts workshop became his breakthrough – he not only learnt the game but later taught it to peers, stepping into his first leadership role. This boosted his confidence and ability to form and maintain positive relationships, proving that given the right space and opportunity, youths can unlock new ways to thrive – socially and emotionally.

R

– Finding Direction Through Healing (Sec 2)

Angry and disengaged amid his parents' divorce, R often skipped school and fought with peers. Through consistent emotional support, he gradually stabilised. In a turning point, he shared a new dream – to study hard so he could one day buy his mother and siblings a home. This shift from frustration to purpose reflects his growing resilience and hope. His story is a strong reminder that many students carry hidden burdens – and when given time, empathy, and space to heal, they often find their own reasons to strive and grow.

B

– Opening Up Through Play (Sec 1)

B avoided discussing his family struggles and kept emotions bottled up. In a therapeutic LEGO session, he built models of loved ones and, for the first time, opened up about his feelings. The activity created emotional safety and sparked a meaningful breakthrough, helping him express himself and begin healing through play.

12 & 13
March 2024



LEARNING THROUGH COMMUNITY SERVICE

Meals on Wheels: Serving the Community with Compassion

30 Secondary 1 students from BGSS joined Bethesda Care Services to deliver meals to 35 homebound elderly residents in Bedok.

More than a delivery effort, the initiative nurtured empathy and civic responsibility. Students used physical maps to navigate routes, exchanged warm greetings, and some non-chinese students even picked up Mandarin phrases to better connect with seniors. Many reflected on family support they often took for granted and were moved by the loneliness faced by some elderly.

The experience brought the realities of aging into sharper focus, aligning with BGSS's vision of developing Caring Citizens, and inspiring students to see their community through compassion, humility, and shared humanity.

20 June
2024



LEARNING THROUGH ADVENTURE

Amazing Race @ Sentosa with Trip.com

45 students from SGSS, BDMS, and BGSS joined Trip.com staff volunteers for an Amazing Race-style holiday programme at Sentosa. Designed to keep students meaningfully engaged during the school break, the programme was packed with challenges and teamwork activities, offering fun alongside meaningful learning.

Students reflected on teamwork, resilience, and supporting peers – with one calling it “a one-in-a-decade opportunity.” For many, it was their first time exploring Sentosa highlights like the luge ride. Trip.com's sponsorship and mentorship turned a school holiday into a memorable adventure of laughter, courage, and connection.

6 August
2024



LEARNING THROUGH SUSTAINABILITY

After-School Thrift Store Visit to The Barn @ AMK

13 students from our ASE programme embarked on a hands-on learning journey to The Barn @ AMK, a thrift store managed by Cornerstone Community Services. The experience served as a “living classroom” on sustainability, where students learnt how reusing and repurposing items reduces waste and counters fast fashion.

Through hands-on tasks such as sorting clothes, styling mannequins, and thrifting outfits, students reflected on gratitude, mindfulness, and the impact of small lifestyle choices on the environment. Many left with a new perspective on second-hand items – as meaningful alternatives that benefit both the planet and the community.

14 & 21
August 2024



LEARNING THROUGH SELF-CARE

Grooming Workshop for Youths

Students from BGSS participated in a two-part Grooming Workshop designed for youths aged 13 to 15, organised in partnership with dedicated volunteers from SWIFT. The sessions emphasised the importance of personal hygiene, self-respect, and investing in one's health.

In a safe and open setting, students asked candid questions about grooming and took part in hands-on demonstrations, including supervised face-washing. Volunteers shared practical tips on hair, skin, and hygiene, which students described as “really beneficial” and directly applicable to daily life.

Each participant also received a \$70 beauty care pack, encouraging them to continue practising what they had learned. Beyond practical skills, the workshop helped students view self-care as an expression of self-worth – leaving them more confident in both appearance and mindset.

29 October
2024



ADVENTURE-BASED LEARNING

Building Courage at Mega Adventure Sentosa

To kick off the year-end holidays, 16 ASE students took on the high ropes course at Mega Adventure Sentosa. Designed with three levels of difficulty, the course challenged them to step out of their comfort zones, develop resilience, and support one another.

All students successfully completed the high elements at least once, with one overcoming her initial fear after encouragement from peers – a highlight that inspired the entire group. Students left with stronger self-belief, closer peer relationships, and a readiness to face new challenges, affirming the value of adventure-based learning in character development.

14 April
2025



VALUES-BASED LEARNING

SPCA Responsible Pet Ownership Tour

21 students from the ASE programme visited the SPCA to deepen their understanding of animal welfare and responsible pet ownership.

The session began with a talk on SPCA's community role in handling cruelty cases, providing medical care, and sheltering rescued animals. Students then engaged in an interactive pavilion tour, where observing and interacting with animals reinforced lessons on respect, compassion, and ethical treatment of all living beings.

The visit concluded with a stop at the SPCA shop, where students supported the organisation's work and reflected on how small actions can contribute to greater causes. Many shared that the experience was both enjoyable and meaningful, sparking fresh perspectives on advocacy, empathy, and their role in the community.

ASE: After School Engagement, **SGSS:** St Gabriels Secondary School, **BDMS:** Bendemeer Secondary School, **BGSS:** Bedok Green Secondary School, **SPCA:** Society for the Prevention of Cruelty to Animals

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CREST-YOUTH

CREST-Youth is CARE Singapore's dedicated mental health outreach service for youths aged 12 to 25, and their caregivers. Run in partnership with the Agency for Integrated Care (AIC), it serves the Pasir Ris and Tampines East regions, while extending support across Singapore.

The programme promotes mental well-being through early intervention, awareness, and community partnerships. School talks, outreach events, and small group workshops help youths and caregivers understand mental health, spot early warning signs, and normalise help-seeking.

For those needing further support, CREST-Youth provides screenings, brief interventions, and referrals to specialised services. Youths may also join one-on-one sessions or group activities such as peer circles, creative arts, and movement-based workshops to build resilience and emotional confidence.

As a community-based service, CREST-Youth bridges youths and families to wider mental health and social support networks. By working with schools, grassroots organisations, and community partners, it ensures timely, meaningful care – walking alongside youths and families before challenges escalate into crises.

CREST-Y IN ACTION

Kintsugi Wellness Workshop: Embracing the Beauty in Brokenness

Inspired by the Japanese art of Kintsugi, this workshop invited youths and caregivers to reflect on healing as a source of strength. Through hands-on art activities, participants explored mending "cracks" with care, engaging in mindful self-reflection and open sharing.

The session fostered intergenerational bonding and sparked heartfelt conversations, with three participants requesting follow-up counselling through CARE4Uth. Despite some initial crafting challenges, the symbolism of Kintsugi resonated strongly. As one caregiver reflected, **"I didn't expect to feel so much peace just by putting pieces back together. It reminded me that I'm healing too."**



Moments That Matter: A Mid-Autumn Bonding Experience

To celebrate the Mid-Autumn Festival, youths and caregivers joined a parent-child workshop to make snow skin mooncakes and reconnect in a warm, festive setting. Guided by the CARE4Uth team, families reflected on love languages and expressed appreciation in new ways.



The activity sparked touching moments, such as a youth affirming their parent's strengths while shaping mooncakes together. Participants left feeling closer, with one daughter sharing, **"It's been a while since we did something fun together like this. I felt closer to my father today."** The session also introduced families to CARE4Uth's mental health resources, reinforcing the role of emotional connection in family resilience.



Memory in a Jar: Growing Bonds Through Terrarium Building

In this terrarium workshop, families cultivated more than miniature gardens – they built connection and shared reflection. As they layered soil, stones, and greenery, conversations naturally turned to care, patience, and the nurturing of relationships.

One participant described their completed piece as a "memory in a jar," symbolising shared growth and togetherness. Engagement was strong, with families expressing interest in future CARE4Uth programmes and discovering available mental health resources. As one parent noted, **"I'm grateful for today. We don't always have conversations at home."** Small jars carried big impact.



COUNSELLING

CARE Singapore offers one-on-one counselling, casework management, and group interventions to support the emotional and psychological well-being of children, youths, and families. Adopting a systemic approach, our counsellors work closely with parents, educators, and community partners to strengthen support networks.

Beyond school referrals, services are also open to the wider community, addressing emotional, relational, and marital challenges. In 2024, our team conducted 2,395 sessions, reflecting both the rising demand for mental health support and our commitment to journeying alongside those in need.

GOLDEN MOMENTS

Sarah's Journey: A Story of Quiet Strength and Healing



At 68, Sarah has faced more than her share of life's trials – caring for a son with global developmental delay, epilepsy and severe anxiety, supporting a husband who was jobless for a long time, and walking with her daughter through a battle with leukaemia. Amidst the weight of caregiving, financial strain, and emotional exhaustion, Sarah pressed on with quiet resilience. She became the strong one everyone leaned on – even as she silently carried the burden of unprocessed pain.

Over time, the emotional toll began to manifest physically. Sarah developed transient global amnesia, which doctors attributed to deep-seated emotional

distress. Despite outward stability, she had become numb inside, unable to cry for years, and had lost her smile.

That began to change in May 2024, when Sarah was introduced to CARE Singapore through the Special Needs Trust Company (SNTC). Since then, CARE senior counsellor Wei-Shen has walked alongside her with gentle, unwavering support. Together, they worked through years of grief and loss. The day her tears finally came was a breakthrough – a release long overdue, and a powerful step toward healing.

Today, Sarah smiles again. Strengthened by her faith, supported by friends and church community, and guided by compassionate counselling, she now faces each day with renewed gratitude – in spite of all she's lost, for what she's been given. Her journey is a moving reminder of the human spirit's capacity to endure, heal, and inspire.



HEAR4U

Hear4U is CARE Singapore's online emotional support service, offering a safe and confidential space for anyone seeking guidance on mental well-being. Grounded in Psychological First Aid, it provides timely, compassionate support via WhatsApp (6978 2728) in English and Singapore's official languages, Monday–Friday, 10am–5pm.

Since launching in 2020, Hear4U has supported 575 individuals, including 165 in 2024 alone – underscoring the growing need for accessible emotional support.

TRAINING FOR PARENTS AND TEACHERS

CARE Singapore equips parents, teachers, youth workers, and practitioners through tailored workshops, group training, and consultancy services. Our programmes, including Parenting Power! and Family Matters @ Schools!, strengthen caregivers' confidence and capacity to support youths.

Grounded in a systemic model of psychoeducation and strengths-based approach, our training fosters stronger family and school relationships, providing practical strategies to help adults navigate the evolving needs of youths in their key developmental years.

PROGRAMMES

IMPACT

SCHOOL SOCIAL WORK

Total No. of Students Served in 2024: **2321**

EOY Survey Results: **4.4/5**

Student's Rating: **4.4/5**

Parent's Rating: **3.7/4**

Teacher's Rating: **3.6/4**

CREST-Y

No. of Young Adults Engaged in 2024: **1413**

Prevention Engagement: **300**

Caregiver Engagement: **32**

COUNSELLING

Total No. of Service Users in 2024

Family Interventions: **226**

Home Visits: **104**

COMMUNITY ENGAGEMENT

At CARE Singapore, community engagement means fostering trust, connection, and shared purpose across both physical and digital spaces. As the SG Cares Volunteer Centre @ Pasir Ris, we actively build community capacity by mobilising and supporting volunteers, deepening partnerships with local organisations, and responding to needs on the ground.

Through values-driven storytelling on our social media platforms, we extend our reach, amplify community voices, and inspire others to care, connect and contribute.

SG CARES VOLUNTEER CENTRE @ PASIR RIS

Since 2022, CARE Singapore has served as the SG Cares Volunteer Centre (VC) for Pasir Ris, building volunteer capacity, strengthening volunteer management capabilities, and fostering meaningful community partnerships.

Grounded in local needs, VC works with partners and volunteers to close service gaps, channel resources effectively, and connect willing hands with real needs. To date, the SG Cares VC @ Pasir Ris has reached **25,347 service users** through the collective effort of

5,680 volunteers
1,610 volunteer leaders
433 community partnerships

– reflecting strong momentum in building a caring, connected community.

We are proud to have been **reappointed for a fourth consecutive year**, with an expanded zone now covering Changi and even Pulau Ubin, furthering our mission to deepen community ties, enable effective volunteerism, and broaden our impact.

GOLDEN MOMENTS

3 March 2025

CHARITY BUKA PUASA 2025: CELEBRATING COMMUNITY AND COMPASSION



VC hosted its annual Charity Buka Puasa at AWWA Home & Day Activity Centre – an interreligious and intercultural gathering that brought together seniors, persons with special needs, low-income families, students, caregivers, and migrant workers.

The event was supported by DBS, who sponsored grocery bag distributions, and hosted by AWWA. Senior Minister of State Desmond Tan also attended, underscoring the importance of unity and compassion.

Seniors shared their joy at being part of a wider celebration, while the event also raised awareness of persons with special needs, encouraging empathy and acceptance. Through shared meals, conversations, and giving, Charity Buka Puasa 2025 highlighted how volunteerism and partnerships can bring diverse communities together.



29 April 2025 HARMONY IN THE HEARTLANDS: INTERGENERATIONAL ARTS & MUSIC FOR SENIORS

VC hosted an intergenerational arts and music event at Pasir Ris East Community Centre Hall, in collaboration with the Singapore Chinese Orchestra and Pasir Ris Crest Secondary School's Girl Guides.

Over 200 seniors enjoyed live performances of nostalgic and uplifting classics, sparking joy and singalongs. The Girl Guides facilitated arts and crafts, fostering creativity and connection across generations. A seated yoga session, led by long-time volunteer Sangeetha Balachandran Shenbaha, added to the day's energy. She was specially recognised for clocking over 100 volunteer hours with VC.

This event was made possible through strong partnerships with NTUC Health, En Community Services, Alkin, and our dedicated volunteers – a true celebration of shared joy across generations.



VOLUNTEER SPOTLIGHT

Sangeetha Balachandran Shenbaha

Sangeetha began her journey with VC in 2024 via Giving.sg, beginning as an Aqua Aerobics Instructor at NTUC Health Active Ageing Centre (Care) (Pasir Ris Central). She has since expanded her contributions to Zumba, Indian Dance, Tamil language sessions, and hydrotherapy activities at Cerebral Palsy Alliance Singapore (Pasir Ris).

At NTUC Health Nursing Home (Pasir Ris), she is now exploring seated yoga for wheelchair-bound seniors, reflecting her commitment to inclusive wellness. For her 100+ hours of service, Sangeetha was presented with a Volunteer Recognition Certificate. Her dedication and versatility continue to inspire our community.



January – February 2025 GROW TOGETHER PROGRAMME: NURTURING EMOTIONAL WELLNESS IN YOUTHS THROUGH ART



VC launched Grow Together, a six-session arts-based programme for youths from Muhammadiyah Welfare Home.

Supported by Group AID and SMU student volunteers, the sessions helped youths build emotional literacy, self-esteem, and self-expression through creative art-making and reflective discussions. Over time, participants grew comfortable sharing their stories and expressed a desire for more hands-on, arts-based activities in the future – a testament to the programme's success in fostering connection and growth.

EXTENDING OUR REACH ONLINE

In the past year, we continued to strengthen our digital presence, using our social media platforms to amplify community voices, celebrate golden moments, and raise awareness on youth and mental health issues. This intentional approach has led to steady growth across our platforms, reflecting increasing engagement and resonance with our mission.

 **INSTAGRAM**
Increase: +8.47%



 **FACEBOOK**
Increase: +1.05%



 **TIKTOK**
Increase: +1.02%



 **LINKEDIN**
Increase: +13.25%



As we move forward, we remain committed to leveraging our online platforms not only to inform, but to engage, inspire and build a stronger, more compassionate community.

INTERNAL LEARNING AND DEVELOPMENT

At CARE Singapore, we believe lasting impact begins from within – by equipping and empowering our people. With this in mind, the Learning & Development (L&D) Team was established to strengthen internal capabilities and foster a culture of continuous growth.

To future-proof our efforts, we have integrated technology-enabled solutions that enhance performance management, goal setting, and feedback processes. These tools support talent development and are key to our long-term target of reducing staff attrition from 15% to 10% in FY2025 and beyond, while also deepening staff commitment and belonging.

In 2024, we also launched the Individual Development Plan (IDP) initiative on Culture Amp, enabling staff to set, track, and reflect on their professional development goals with support from their reporting officers. Well received across the organisation, these IDPs now serve as a strong foundation for ongoing dialogue and collaborative growth.

STRENGTHENING ORGANISATIONAL HEALTH

A major step forward was our participation in the Organisational Health Diagnostic Scheme (OHDS), which provided a structured assessment of our organisational strengths and areas for improvement. Insights from the OHDS now guide how we enhance processes, strengthen leadership capabilities, and plan proactively for staff turnover, ensuring greater resilience and sustainability.

RECOGNISING OUR COMMITMENT TO PEOPLE DEVELOPMENT

Our efforts were honoured at the SkillsFuture Fellowships and SkillsFuture Employer Awards 2024, where CARE received the SkillsFuture Employer Award (Silver). The award affirms our commitment to investing in people and building a culture of lifelong learning, in line with Singapore's national emphasis on upskilling and resilience.



ADVANCING WORKPLACE LEARNING

Later in 2024, we participated in the Learning Enterprise Alliance (LEA) project, an initiative by the Institute for Adult Learning (IAL) to strengthen our workplace learning capabilities. Through this project, we adopted the Skills Framework (SFw), refined our training systems, and empowered staff to take on coaching and learning facilitation roles. On 29 August, we were recognised at the LEA Awards Ceremony 2024.



EXPANDING ACCESS TO MODERN WORKPLACE LEARNING

To further embed continuous learning, LinkedIn Learning was made available to all staff, providing on-demand access to over 30,000 courses spanning leadership, critical core skills, functional expertise, and personal development. This empowers employees to take ownership of their growth while aligning with CARE's vision of modern workplace learning.

To drive engagement, we introduced the LinkedIn Learning Leaderboard Challenge, which recognises active learners based on "hours viewed." By rewarding consistent participation, the challenge fosters healthy competition, motivates peers, and helps identify learning champions who inspire others in their development journeys.

At CARE Singapore, every staff member is a multiplier of our mission. By nurturing a resilient, learning-driven organisation, we ensure that the spirit of empowerment we extend to youths and families is lived out within our own teams, strengthening both our service and shared sense of purpose.

EVENTS AND FUNDRAISING

LIST OF FUNDRAISING EVENTS IN FY2024/25

- 1

AMAZING RACE
(TRIP.COM X BGSS X
SGSS X BDMS)
20 June 2024
Estimated cost of tickets sponsored at \$1,890 for the Sky Luge, and \$672 for Roller Mania.
- 2

SMU SAMBA MASALA
27 July 2024
\$1,336 raised on the 27/6
\$1,180 raised on 4/8
\$3,803 raised on Giving.sg
- 3

SWIFT GROOMING
WORKSHOP
14 August 2024
21 August 2024
Grooming products for students totalling \$2,567.29
- 4

SHANGRI-LA
SINGAPORE
19 November 2024
N.A.
- 5

SOCCER ACADEMY
28 November 2024
Venue cost of \$200 was sponsored by donor, who also prepared & arranged food for the students.
- 6

EYESIGHT.SG
1 January 2025
Ongoing partnership of spectacle frames and lenses for students who cannot afford them, estimated value of \$300 per pair, with one redemption on 8 May 2025.
- 7

HELLO WORLD FEST
17 March 2025
18 March 2025
\$119.88 raised by Ties of Love.
- 8

GRITYARD FITNESS
THROWDOWN
22 March 2025
12 April 2025
Total of \$11,659 raised across both sessions.
- 9

NATION'S CUP
(JUJIE'S HAPPY
KITCHEN X CARE)
3 April 2025
Donation totalled \$76,908 inclusive of expenditure, with nett donation totalling \$55,336.70.

FUNDRAISING PLANS FOR FY2025/26

We will be expanding our fundraising activities to support the board's narrative of a growth strategy and intend to focus on both digital and physical events in the year ahead.

In addition to our collaboration with Nations' Cup for the annual charity golf & dinner, we will be working through new collaborations with partners on event and roll out a comprehensive year-end annual appeal, leveraging on Giving.sg's annual campaigns.

The team will also focus on securing funders for new projects that are being developed and lean into a multi-prong strategy where a mix of Government funders, Private Philanthropy and Crowdfunding comprehensively contribute to our income stream.

Our efforts through the Organisational Health Diagnosis Scheme (OHDS) shall also contribute to a leaner and more efficient cost structure, allowing us to reverse the current deficit through a mix of cost optimisations and additional income streams.

LOOKING INTO THE FUTURE

As we look to the year ahead, we remain anchored in our mission of empowering at-risk youths and families, while adapting to the realities of a shifting financial landscape. Last year's expansion laid the foundations for new services such as CARE4UTH and the upcoming Mental Wellness and Caregivers Hub at Shaw Tower. This year, our focus will be to stabilise operations and ensure these initiatives deliver lasting impact.

KEY PRIORITIES FOR 2026

FINANCIAL RESILIENCE:
Addressing last year's deficit through diversified income, stronger donor engagement, and prudent cost management – building on the multi-channel fundraising strategy introduced back in 2023.

PROGRAMME IMPACT:
Scaling mental well-being interventions and refreshing programmes through our school-based social work and CREST Youth services, ensuring relevance to today's youths.

VOLUNTEER & COMMUNITY PARTNERSHIPS:
Deepening our role as the SG Cares Volunteer Centre for Pasir Ris and expanding opportunities for volunteer-driven services, including the new Hub.

CAPABILITY & GOVERNANCE:
Facilitating the Organisational Health Framework strategic initiatives via the NCSS Transformation Sustainability Scheme, strengthening staff capacity in ESG, governance, and digital tools while upholding the highest standards of accountability.

From expansion to consolidation, our direction is clear: to make every dollar and every effort count in changing lives. With your partnership, we will transform present challenges into opportunities to grow a resilient, impactful, and sustainable CARE for the future.



Cares
Volunteer Centre
@Pasir Ris