

A
NETWORK
THAT *Holds*

ANNUAL REPORT FY2025-26



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About Us

Our Vision

LET EVERY LIFE BE CRADLED IN COMPASSION



Our Mission

To nurture a compassionate Singapore society that supports caregivers of persons nearing the end of life to fulfil their roles and achieve peace of mind.

The Compassionate Network (TCN) is a charity in Singapore dedicated to supporting caregivers of patients with advanced illnesses. It was incorporated as a Company Limited by Guarantee on 29 July 2023, registered as a charity under the Charities Act (Chapter 27) since 8 March 2024, and received Institute of Public Character (IPC) status on 19 November 2025. TCN has a Constitution as its governing instrument.

It dedicates itself to supporting caregivers of patients with advanced illnesses by forming volunteer-driven circles of care, ensuring caregivers are not alone in their journey.



UNIQUE REGISTRATION NO.

UEN 202330108R

BANKER

The Development Bank of Singapore Ltd (DBS)

AUDITOR

RSM SG Assurance LLP

Our Five Foundational Values



Authenticity

We believe in genuine connections and open communication with our stakeholders to foster trust and understanding.



Clarity

Through reflection, we seek clarity in our purpose and intention to guide us in taking the appropriate action.



Generosity

We recognize that everyone has something to offer; whether time, effort or resources etc.



Growth

We are lifelong learners, continuously seeking to expand our self-awareness and share our resources to allow for growth as individuals and as a society.



Joy

We find joy and meaning in our strength and courage to accept the unfolding of life and death as part of the human experience, and celebrate the resilience of caregivers.

Chairman's Message

“Our service footprint expanded exponentially, serving 82 caregiver-patient dyads this year—nearly doubling the 49 families supported previously.”



Dear Friends, Partners, and Supporters,

There is a quiet, profound strength in a network that holds. As I reflect the past year's journey, I am continually moved by how individual acts of kindness weave together into a robust safety net for caregivers. Embodying this theme, TCN's community has spent the year ensuring that those bearing the duties of caring for loved ones nearing the end of life never walk alone.

In the third year since our founding on July 29, 2023, TCN has transitioned into a trusted community pillar, an evolution visible in the scale of care we deliver. Our service footprint expanded exponentially, serving 82 caregiver-patient dyads this year—nearly doubling the 49 families supported previously. A significant milestone was officially receiving our Institution of a Public Character (IPC) status in November last year.

This recognition brings great responsibility for us to deliver on the deep trust given by our stakeholders through stewardship and governance. This trust is realized in the highly personalized care delivered by our volunteer-driven circles of care—whether supporting Mdm Goh in her care journey for daughter Meng Joke, sisters Choi Hong and Choi Yee, or uplifting young caregivers such as Joanne, as you will read more about in our Feature stories.

“TCN’s community impact is anchored by the exceptional individuals in our network -- from our selfless volunteers, our Executive Director Wai Yee and Care Leads, to the Advisory Panel and Board members.”



TCN’s community impact is only possible because of the exceptional individuals who anchor our network. I would like to express my deepest gratitude to our executive team, especially our Executive Director, Chee Wai Yee. Her outstanding leadership and dedication have been instrumental in laying the strong foundations in service and community that TCN stands on today.

My heartfelt thanks also go out to our regular and ad-hoc volunteers. You are the literal hands and hearts of this charity; without your unwavering commitment, selfless efforts, and thousands of donated hours, TCN’s vision to build compassionate communities that cradle every life would remain a distant ideal.

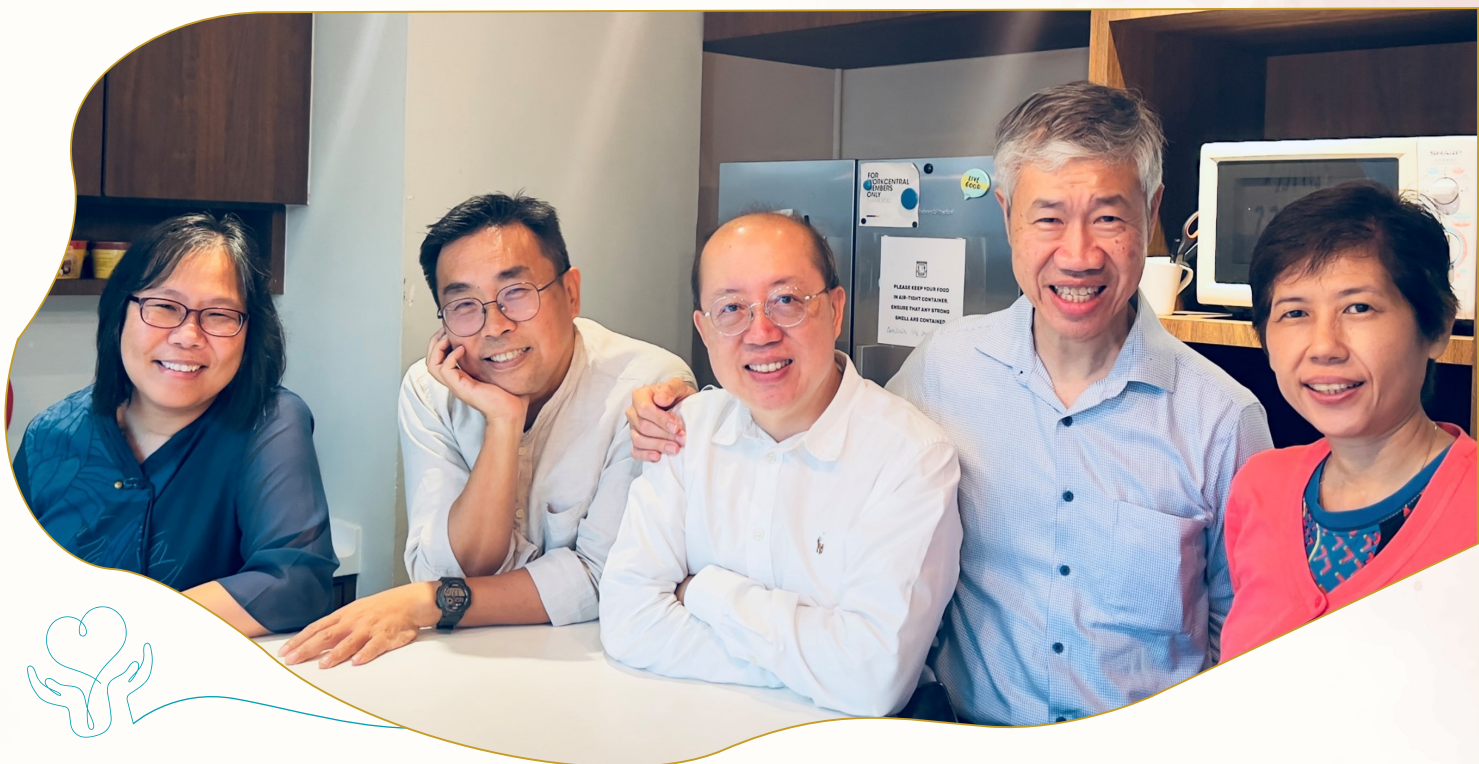
Last but certainly not least, I would like to express my deepest gratitude to our Advisory Panel and fellow Board members for their guidance and steadfast support throughout the year.

Looking ahead, we remain resolutely focused on growing with purpose. To sustain our expanding footprint, we are committed to at least the following goals: (1) To strengthen caregiver support through our programmes and resourcing; (2) To broaden our network of supporters and donors; and (3) To enhance our organizational capabilities so that we can better serve and develop our communities.

We invite you to join us in strengthening this network that holds. Together, under our guiding values of authenticity, clarity, generosity, growth, and joy, help us ensure every life nearing its sunset is cradled in compassion.

Lim See Wah
Chairman

The Compassionate Network Ltd



Meet Our Board Members

Name	Appointment	Occupation
Mr Lim See Wah	Chairman/Treasurer Since 29 July 2023	CEO/Chairman Hyphens Pharma International Ltd
Dr Ng Wai Chong	Vice Chairman Since 29 July 2023	Founder/CEO NWC Longevity Practice Pte Ltd
Ms Chee Wai Yee	Secretary Since 29 July 2023	Executive Director The Compassionate Network
Dr Tan Kia King, BBM	Member From 10 April 2025	Independent Director, Chairman Taka Jewellery Holdings Limited
Ms Fang Lee Wei	Member From 10 April 2025	Executive Director Acelyr Advisory Pte Ltd

Executive Management

Ms Chee Wai Yee

Executive Director

Appointed since 1 October 2023



Advisory Panel



1 APRIL 2024 – 31 MARCH 2026

TCN's Advisory Panel consists of specialists who resonate with our cause and offer their expertise to further the vision and mission of the charity.

They help shape TCN's strategic goals and promote best practices in service, public engagement, and research. They advise on care standards and create opportunities for mission-driven research. Their collective efforts raise TCN's profile and expand its network of partners. In addition, they also recommend staff and volunteer development and review proposals for new programs, services, and research.



**Adj Asst Prof
Neo Han Yee**



**Assoc Prof
Edward Poon**



Mr Albert Tan



Ms Joyce Lim



**Professor
Timothy Sim**



**Venerable
Hui Guang**

Get to know our advisers and their domains of expertise

www.tcn.sg/our-team

Highlights of the Year

SUMMARY OF FINANCIAL PERFORMANCE



Total Income

\$216,084

Donation is our main source of income.



Total Expenditure

\$272,307

TCN does not hold any significant assets and has no major financial transactions from 1 April 2025 to 31 March 2026.



GROWING TCN'S SERVICE MODEL

Caregiver patient dyads benefitted from circles of care formed by teams of volunteers

82
families

Volunteers donated time to support caregivers, patients with advanced illnesses and outreach events

1,138
hours

Volunteer learning and development offered by TCN

311
hours

Regular volunteers increased to

131
persons

Strategic partnerships increased to

8
healthcare providers

“Compassionate communities include both formal and informal care to support those dying at home and their carers.”

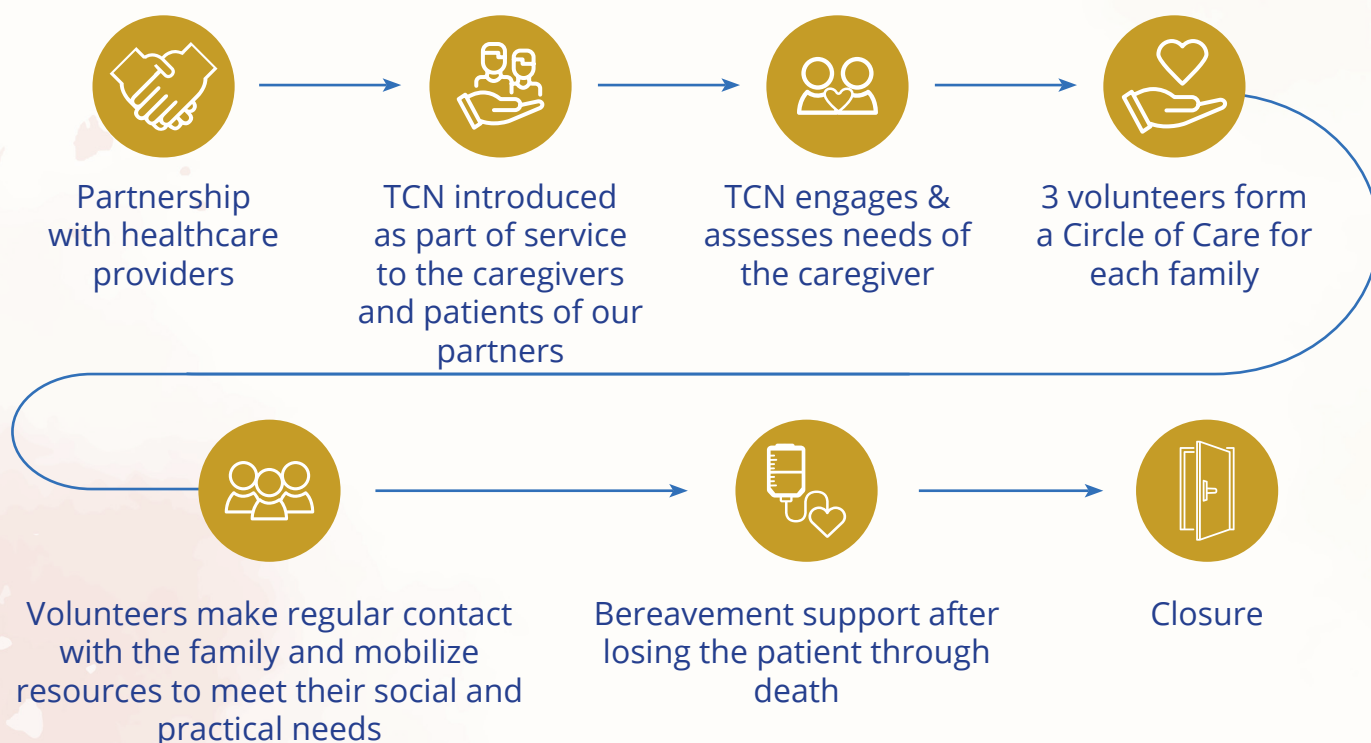
Partners to TCN

Our partnerships were established with various healthcare providers to provide service for caregivers to better care for themselves and fulfil their roles towards their care recipients.

To date, we have established partnerships with Care for the Elderly Foundation, Dover Park Hospice, Home Nursing Foundation, Methodist Welfare Services, National Cancer Centre Singapore, NTUC Health Co-operative Ltd, TTSH Palliative Medicine, and Tzu Chi Foundation (Singapore).



Our Service Model



Our Program & Activities

Circles of Care

Caregivers face heavy emotional and physical demands while supporting loved ones with advanced illnesses. To ensure they never journey alone, TCN deploys Family Resource Teams of three matched volunteers to provide community-based support.

When a Circle is activated, highly personalized care emerges to meet a family's unique practical, psycho-social and spiritual needs. Our dedicated volunteers step in to offer critical respite through regular home visits and care activities. At times, this can include much needed improvements to the living environment. For instance, our young volunteers Wan Tong, Jaime, and Ryan helped improve a caregiver's home by painting a rusted gate, replacing flickering lights, and moving bulky furniture.

Care also extends to specialized, professional services brought directly to homebound and bedbound care recipients. Volunteer Michelle leveraged her legal background to pilot a complimentary, home-based will-writing service with the Yee family, while Ken provided hairdressing services to Mdm S while she was confined in hospital.

Walking alongside caregivers and our healthcare partners, TCN's circles of care build a reserve of goodwill through gentle companionship and caring attention. This enlivens what can often be a lonely and medicalised end-of-life process.

This financial year, our expanding volunteer network successfully supported 82 caregiver-patient dyad, including 9 bereavement cases. A total of 43 families were referred by the 8 partners, and another 39 families from the past financial year continued to receive support from TCN. Through every home modification, legal consultation, and bedside visit, our volunteers serve as the core strands of a robust community safety net.



Our Program & Activities

SINGAPORE HEALTH
**INSPIRATIONAL
PATIENT &
CAREGIVER**
AWARDS



FEATURE

Joanne & Mdm How

A Young Caregiver's Whole-Hearted Devotion

In her mid-30s, Joanne left her job to become the sole caregiver for her mother, Mdm How, after a stage-four breast cancer diagnosis followed close on the heels of her father's passing. "As an only daughter, I didn't have many choices. Even if I hired a domestic helper, the cost would be too high — and besides, how could I bear not to look after her myself?"

Enduring physical strain, isolation, and anxiety, Joanne helped her mother live four more years, which was at least double the doctor's estimate. Mdm How's efforts to plan her end-of-life care connected the pair to The Compassionate Network in 2024,

whose volunteers Joey, Nicole, Eileen, and Valerie surrounded Joanne with a trusted emotional outlet, practical respite for her own medical needs, and a supportive presence throughout their journey.

Companions on the Path of Love and Renewal

When Mdm How passed away in 2025, TCN's support shifted seamlessly into bereavement companioning — volunteers stood by Joanne through her grief, attending the funeral and helping her navigate difficult administrative tasks. They also helped her rediscover moments of joy, such as visiting the arcade to honor past memories.

This journey of love was celebrated in May 2026, when Joanne received the **Singapore Health Inspirational Caregiver Award** with TCN by her side. TCN remains an enduring anchor as Joanne rests, heals, and prepares for her eventual return to work.

Our Program & Activities

Feature

Mdm Goh & Meng Joke

Navigating Illness in Relative Isolation

Mdm Goh, an elderly mother managing her own chronic conditions, is the devoted main caregiver for her daughter, Meng Joke, who faces end-stage heart failure. With small social circles and compounding health vulnerabilities, navigating these illness trajectories brought hidden anxieties for both of them.

Expanding the Circle of Care

The introduction of The Compassionate Network volunteers Anna, Estee, and Wei Lei helped relieve their isolation with celebrations of life and new connections. During regular visits, they bridged communication gaps by sharing about their own lives and engaging Meng Joke through her love for art and drawing, some of which featured in a community exhibition!

Whether organizing a trip to the Gardens by the Bay, bringing Mdm Goh and Meng Joke to the temple, or simply sharing home-cooked meals, the patient and careful efforts of TCN volunteers helped to energise their care ecosystem and provide emotional support as Mdm Goh navigated anticipatory grief to make medical and last rite arrangements. Given the bonds of mutual trust and companionship forged over time, the volunteers often found themselves also on the receiving end of care – thanks to Mdm Goh's generous heart and talent for cooking.



Our Program & Activities

Feature

Choi Hong & Choi Chee

A Rainbow of Hope Across the Caregiving Journey

When Mdm Khong Choi Hong, 70s, became the primary caregiver for her late sister, Choi Chee, who faced multiple chronic illnesses, the emotional weight and complex medical coordination often left her rather overwhelmed. The support for Choi Chee was shared with her other siblings, especially Choy Peng and Choy Yee who stepped in to offer essential respite care and provide extra pairs of hands, alongside a domestic helper, to support the daily activities.

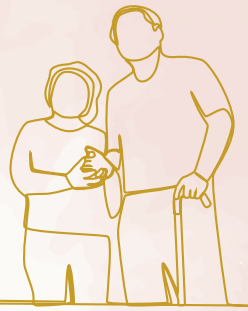


Weaving Color and Joy into Vulnerable Moments

Recognizing the strain of primary caregiving, especially nearing to the end-of-life period, TCN stepped in to surround the sisters with an intentional Family Resource Team (FRT) of dedicated volunteers Jessica, Siew Lan and Siew Mee. Through no less than thirty-five thoughtful visits, the volunteers built an unshakeable network of trust. They even brought vibrant color back into the sisters' lives through precious outings to the Chinese Garden and the Esplanade – honoring the sisters' connection to nature, music and art.

True to the meaning of Choi Hong's name – *rainbow*, this circle of care served as a bridge of hope and meaningful companionship. Following Choi Chee's peaceful passing, the volunteers' friendship seamlessly extended into dedicated bereavement support. We thank our partner Dover Park Hospice for helping us build an authentic community of compassion that brings comfort and lightness to Choi Hong and other caregivers.





Public Engagement

Community Outreach at Ulu Pandan AAC Senior Wellness Carnival

12 April 2025

TCN was honored to participate in the vibrant Ulu Pandan AAC Senior Carnival! Our amazing volunteers, Jessica, Siew Lan, Ashley, Jonathan, and Chuan Too, brought joy and wellness to the event.

“The Wheel of Wellness Activity” was a huge hit! Participants spun the wheel and shared activities they’ve done to enhance their well-being in various domains. The queue was long, but everyone learned something new about the 10 aspects of wellbeing.

A special thank you to the organizing team lead by Mr. Jee Su Giam for the invitation. We also appreciate Mr. Christopher de Souza, MP of Ulu Pandan, for acknowledging the importance of supporting caregivers alongside our volunteers.

TCN is a founding stakeholder of Compassionate Communities Singapore (CoCoSG)

12 October 2025

At the launch ceremony of Compassionate Communities Singapore (CoCoSG) organised by Singapore Hospice Council, TCN was grateful to be named one of the founding stakeholders.

TCN is a compassionate community because of the many dedicated volunteers who walk alongside on the final lap of caregiving and into bereavement of family caregivers. We forge deep friendships with care recipients who are seriously ill and their caregivers too, during some of the most vulnerable situations in their lives. The launch was a joyous occasion to meet TCN’s healthcare partners and community partners as well as making new, compassionate friends.



Public Engagement

Parents' Day Pastries Delivery by TCN volunteers

10 May 2025

Thanks to the compassionate sponsorship of Chia Care Fund, TCN volunteers had the privilege of coming together in commemoration of Parents' Day.

Each delivery run brought heartwarming smiles, freshly baked pastries by iFood Pte Ltd, and personalised notes into the homes of our caregivers and their care recipients. Joyous collaborations like these are a strong example of how circles of care are expanded thanks to volunteer efforts.



Supplements and Personal Supplies Delivery by Hyphens Pharma

29 August 2025

TCN partnered with the team at Hyphens Pharma to deliver supplements and personal supplies to 35 families as part of the company's corporate giving initiative.

The initiative was a precious opportunity for Hyphens Pharma employees to deepen their appreciation of caregiver support, and to offer their helping hands through the care networks of TCN.



Friday Hot Meals

By **COGNIZANT**

23 August 2025

For their second year running, Cognizant Singapore mobilized 16 associates and employees to deliver personalized lunch for 48 caregivers under TCN's 'Friday Hot Meals' initiative.

Arockiya expressed his gratitude for the initiative in a video message to "The nation itself has given us a lot and we are happy to give back. We are always there to support you. And we will always need your blessings. Stay safe and take care."

Ram, a second-time participant, made a personal run to customise her purchase of laksa, mee rebus, putu piring for dessert, and vegetable epok-epok. Dropping it off, she said: "Mr S, I hope you will continue your dedication in taking care of Mrs S."

This initiative exemplifies the power of compassion and generosity in building a caring community. We look forward to many more of such opportunities to work with corporate volunteers in supporting family caregivers.

“I will continue to pray that both of you will always be blessed with health and strength to continue the days ahead. Assalamualaikum. ”

- Ram

“The nation itself has given us a lot and we are happy to give back. We are always there to support you. And we will always need your blessings. Stay safe and take care.

- Arockiya ”



Volunteer Development

Monthly Fireside Chats

Date	Speaker/ Facilitator	Topic
24 Apr 2025	Ms Angela Sho	Understanding Eating and Swallowing Difficulties of Patients
15 May 2025	Ms Michelle Lau	Overview of Namaste Care and hands-on experience
26 Jun 2025	Dr Ng Wai Chong	Common symptoms experienced at the end of life
24 Jul 2025	Dr Neo Han Yee	Essential skills to survive caregiving for a patient with organ failure in the last year of life
28 Aug 2025	Professor Timothy Sim	Family Dynamics and Its Impact on Caregiving
25 Sep 2025	Associate Professor Edward Poon	Creative Wound Management at Home

TCN is committed to the development of our volunteers, who are crucial to the support we offer to caregivers and people living with advanced illnesses. This birthed the creation of monthly fireside chats, which offer a space for volunteers to share and learn together. We share cases, provide skills training, talks by experts and more, in order to build our volunteers' confidence and competence in supporting caregivers and patients with advanced illnesses.

Through these sessions, TCN volunteers share their heartfelt reflections, candid feedback, appreciation for the privilege of walking alongside caregivers and their care recipients. More than just a conversation, the Fireside Chats create a space for volunteers to engage in thoughtful dialogue, strengthen bonds, and reaffirm their commitment to our mission.

We are deeply grateful for the compassion, dedication, and presence of our volunteers. The knowledge acquired and relationships nurtured during these fireside chats continue to reinforce the strength of our circles of care.



Volunteer Development

Hands-On Learning

15 May 2025

Ms Michelle Lau, Senior Medical Social Worker at Dover Park Hospice, shared her expertise on Namaste Care through an engaging hands-on learning experience. Volunteers had the opportunity to learn the Namaste Care philosophy and also experience the soothing activities which could bring relief to caregivers.

This valuable skill became an additional tool for volunteers to engage caregivers and support their well being.



Renew & Restore

3 sessions in October 2025

Mr Loh Wei, Vice President of Dharma Drum Mountain Singapore, offered 3 lessons in 'Somatic tools for self care' to TCN volunteers. Participants experienced the C'han (Zen) practice of Eight Form Moving Meditation and learnt to find clarity and gentle relaxation in different everyday postures.

A precious opportunity for TCN volunteers to reflect on the importance of self care in their volunteering journey., and to to be empowered with self care practices that they could share with those in need.



Year-End Appreciation Gathering

6 December 2025

TCN held its Annual Appreciation Gathering for volunteers and partners just a day after Volunteer Day (5 December).

Our community came together to foster the friendship amongst volunteers, both old and new, and to celebrate the good work that was made possible during the year, in supporting family caregivers and persons living with advanced illnesses.

Executive Director Chee Wai Yee presented on TCN's growth in volunteer strength, healthcare partnerships, as well as the contributions of community and corporate partners. Volunteers were also recognised for their unique strengths and wide range of skilful contributions.

We were then treated to a presentation 'Shine with Mindfulness' by well-being strategist Ms Ratna Juita, followed by soulful musical performances by Mr Lee Yong Tick (TCN volunteer), as well as guest performers Mr Dominic Wong, Ms Vivian Zou & Friends from Canto Avengers.

We would like to thank our various sponsors who contributed the buffet vegan lunch and door gifts including SP-Lotus, Hyphens Pharma Pte Ltd, and Nirvana Memorial Gardens. And finally, not forgetting our master of ceremony for the evening Ms Zhang Fan for weaving together a delightful programme.

May this compassionate community continue to grow in strength!



Looking Ahead

Growing With Purpose

As we look to the year ahead, we remain committed to nurturing our community of compassion by strengthening our core building blocks.



01 Strengthen Partnerships

Developing partnerships with organizations that share our cause, to extend our reach and deepen our impact on the community.

- Grow partnerships with healthcare organizations to identify caregivers in need of support and deepen volunteer engagement through joint events.
- Engage organizations that resonate with our cause, for support through donations, event sponsorships and corporate volunteering opportunities.



02 Nurture Our Volunteer Base

Volunteer engagement is at the heart of our organizational cause, and remains a top priority.

- Expand our volunteer base to support a greater number of families, reaching out to schools, corporations and individuals who share our cause.
- Sustain engagement through monthly fireside chats and other expert-led and peer-led sessions.
- Celebrate our volunteers by spotlighting their stories of impact and recognizing their contributions.



03 Deepen Our Impact

Guided by our vision and mission, we remain steadfast in supporting the lives of caregivers and care recipients.

- Reach a greater number of caregivers and care recipients, reminding them that they are not alone on this journey.
- Deliver personalized support that addresses psychosocial and practical needs.
- Strengthen volunteer development and resources to enable more effective, informed support for caregivers.

We will continue to listen closely to caregivers and volunteers, allowing their voices to shape the evolution of our programs. Together, we will keep walking alongside those who need support.

AUTHENTICITY • CLARITY • GENEROSITY • GROWTH • JOY

Governance

Role of the Governing Board

The Board's role is to provide strategic direction and oversight of TCN's programs and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Board's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve periodic financial statements;
- Regularly monitor the progress of the charity's programs.

Board Meetings and Attendance

A total of eight Board meetings, and one AGM were held during the financial year. The following sets out the individual Board Member's attendance at the meetings:

Name of Board Members	% of Attendance
Lim See Wah	100
Dr Ng Wai Chong	100
Chee Wai Yee	100
Dr Tan Kia King, BBM	100*
Ms Fang Lee Wei	100*

* Excluding 2 board meetings prior to their appointment on 10 April 2025.



Disclosure of Remuneration and Benefits received by Board Members

No Board members are remunerated for their Board services in the financial year.

Disclosure of Remuneration of three highest paid staff receiving more than \$100,000:

Remuneration Band	No. of staff
\$100,000 - \$200,000	1



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



Governance

Sub-Committees

The Audit & Risk Committee (ARC) provides independent oversight and assurance regarding the organization's audit processes, financial reporting, risk management, and regulatory compliance. Appointments to the ARC are for a fixed term of two years, ending on 30 September of the second year, and are eligible for renewal.

In FY25/26, the Committee conducted a comprehensive review of key organizational policies. Additionally, the committee evaluated operational governance and proposed applying for the Charities Capability Fund (CCF) to support a consultancy dedicated to identifying and reviewing potential risks.

Audit & Risk Committee		Appointment since	% of Attendance
Chairman	Ms Fang Lee Wei	10 April 2025	100
Member	Ms Heng Mui Mui	1 June 2025	100
Member	Ms Tan Su Fen	2 July 2025	100

The Fundraising Committee (FRC) is responsible for overseeing and leading the organization's strategic, ethical, and multi-channel fundraising efforts, while ensuring the active involvement of the Board in soliciting external donor support. Appointments to the FRC are for a fixed term of two years, ending on 31 March of the second year, and are eligible for renewal.

In FY25/26, the Committee established its membership and fundraising budget. The committee also set a fundraising target for FY26/27 and discussed strategic initiatives such as a signature fundraising event and the appointment of a patron.

Fundraising Committee		Appointment since	% of Attendance
Chairman	Dr Tan Kia King, BBM	10 April 2025	100
Member	Dr Ng Wai Chong	24 February 2026	100
Member	Mr Lim See Wah	24 February 2026	100

Conflict of Interest Policy

All board members, sub-committee members and staff are required to comply with the charity's conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on an annual, and need-to basis.

Board members also abstain and do not participate in decision making on matters where they have a conflict of interest.

Whistle-blowing Policy

Our charity has in place a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial and other matters within the charity.

Donor List

We have made every effort to correctly list the names of all donors who have donated \$1,000 or more, and to honour the requests of donors who wish to remain anonymous. Kindly email us at contact@tcn.sg for any enquiry.



\$10,000 - \$50,000

- Kwan Im Thong Hood Cho Temple
- Nirvana Memorial Garden Pte Ltd
- Mdm Choo Chor Hui
- Ms Tan Ching Chek
- Ms Tan Wah Sing



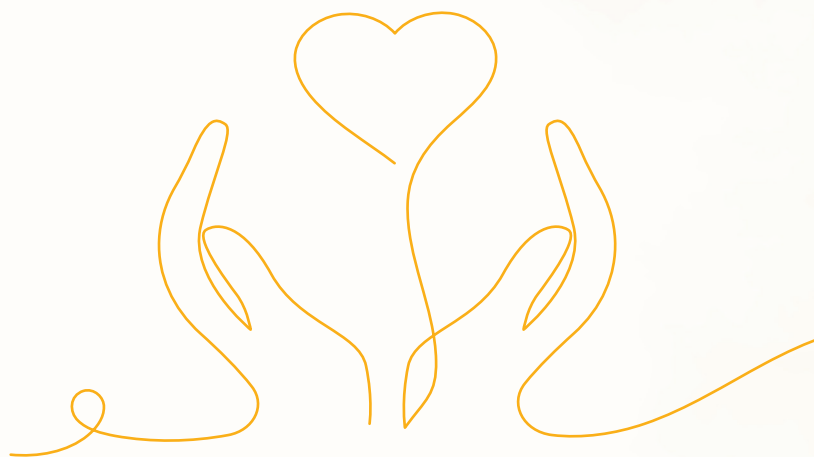
\$5,000 - \$9,999

- Dr Tan Kia King
- Ms Chee Wai Yee
- Mr Poh Hai
- Mdm Toh Geok Choo, Vina



\$1,000 - \$4,999

- Devotees of Fu Shan An
- Zenbox Pte Ltd
- Dr Ang Beng Choo
- Mdm Ang Mui Jiu
- Ms Cheung Siew Li
- Ms Chua Geok Hwa
- Ms Fang Lee Wei
- Mr Goh Pak Liang
- Ms Koh Wan Hoon
- Mdm Kua Moi Chin
- Ms Lee Woon Kuan
- Ms Sian Wee Nee
- Ms Tang Foong Jen
- Mr Tony Chia Soon Keong
- Mdm Wei Lei
- Mr Yeh Chien Ee



Governance Evaluation Checklist

Principle 1: The charity serves its mission and achieves its objectives.

1.0	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
2.0	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3.0	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
4.0	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	Partial Compliance

Principle 2: The charity has an effective Board and Management.

5.0	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
6.0	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7.0	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes

Governance Evaluation Checklist

8.0	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
9.0	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
10.0	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
11.0	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
12.0	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

Governance Evaluation Checklist

13.0	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.	2.9a 2.9b 2.9c	Yes
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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.

14.0	For Treasurer (or equivalent position) only:	2.9d	Yes
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- 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.
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Governance Evaluation Checklist

Principle 3: The charity acts responsibly, fairly and with integrity.

15.0	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
16.0	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
17.0	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18.0	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19.0	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
20.0	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

Principle 4: The charity is well-managed and plans for the future.

21.0	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
22.0	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

Governance Evaluation Checklist

23.0	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
24.0	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
25.0	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	Partial Compliance
26.0	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	Partial Compliance
27.0	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	Partial Compliance

Governance Evaluation Checklist

Principle 5: The charity is accountable and transparent.

28.0	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
29.0	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
30.0	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
31.0	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
32.0	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

Governance Evaluation Checklist

33.0	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
34.0	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
35.0	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

Principle 6: The charity communicates actively to instil public confidence.

36.0	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
37.0	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38.0	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

