

40 years Strong & Constant



MARYMOUNT CENTRE
ANNUAL REPORT 2024

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MARYMOUNT CENTRE ANNUAL REPORT 2024

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ABOUT MARYMOUNT CENTRE

OUR OBJECTIVE

Marymount Centre provides holistic support to vulnerable women and children through 3 core pillars.



Three 24-hour residential homes for children

- Ahuva Good Shepherd – Children’s Home
- Ahuva Good Shepherd – Small Group Care
- Ahuva Good Shepherd – Interim Placement & Assessment Centre



A 24-hour crisis shelter for abused, trafficked or marginalized women and their children.



A school-based student care centre.

Our mission is to deliver compassionate and respectful care to women and children facing severe challenges or injustices. We are committed to support their healing through trauma-informed practices, empowering them to rebuild their lives, and journeying with them to restore their dignity and self-worth.

OUR VISION

Touching Lives Building Hope

OUR MISSION

To empower lives, restore rights and uphold dignity

OUR CORE VALUES

- Compassion
- Integrity
- Empowerment
- Professionalism
- Teamwork
- Respect
- Zeal

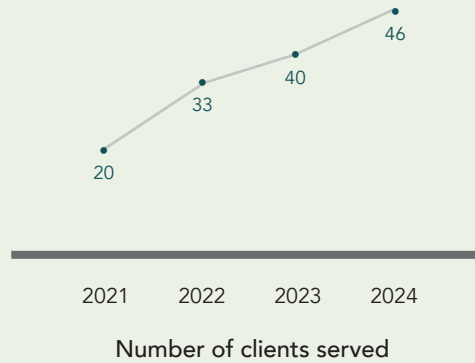




OUR SERVICES

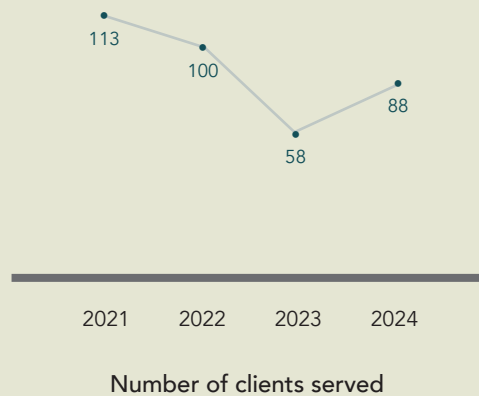
CHILDREN’S HOME

Established in 2006, Ahuva Good Shepherd – Children’s Home (AGS-CH) offers a secure and nurturing residential environment for girls aged 4 to 18. These girls have experienced various family challenges, including financial difficulties, divorce, domestic violence, abuse, and parental incarceration.



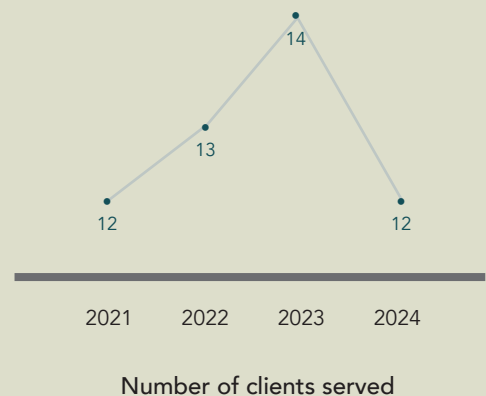
INTERIM PLACEMENT AND ASSESSMENT CENTRE

Launched in June 2015, Ahuva Good Shepherd – Interim Placement and Assessment Centre (AGS-IPAC) provides care for children aged 4 to 16 who have often experienced abuse, primarily within their family environments. AGS-IPAC offers a haven for these children during investigations and assessments, assisting in the development of their long-term care plans. The typical duration of stay is 48 days.



SMALL GROUP CARE

Since June 2017, Ahuva Good Shepherd – Small Group Care (AGS-SGC) has provided a secure environment for girls aged 7 to 12, who have been assessed by the Ministry of Social and Family Development (MSF) as having moderate to high needs due to abuse. The typical duration of stay is up to 18 months.



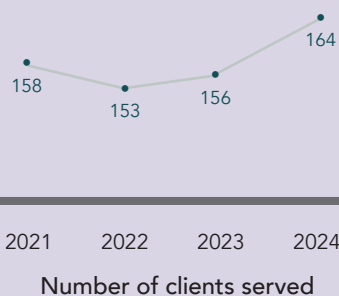


GOOD SHEPHERD CENTRE

Established in 1986, Good Shepherd Centre (GSC) offers a safe and supportive environment for women and their children experiencing family violence, as well as for women facing other significant challenges.

GSC provides a peaceful sanctuary where women and their children experiencing family violence can address their crises and trauma. The centre offers a range of programmes designed to support their healing process and help them restore their dignity. GSC empowers these women to access their inner strength and resources, enabling them to rebuild their lives and secure a better future. Some programmes are facilitated by staff, while others are led by volunteers or in collaboration with sponsors.

Additionally, GSC is appointed by the government to provide victim care for women trafficked into Singapore.

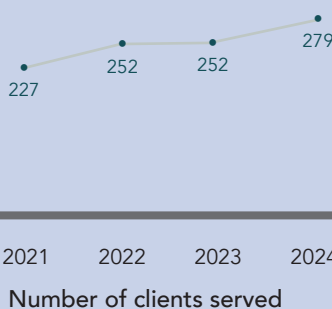


GOOD SHEPHERD STUDENT CARE

Founded in 1982, Good Shepherd Student Care (GSSC) provides after-school care for students at Marymount Convent School while their parents are at work. Some students come from vulnerable backgrounds, including single-parent and low-income households.

GSSC offers a holistic and formative environment designed to foster the development of each child, aiming to:

- Instil respect, love, and tolerance towards themselves and others;
- Build emotional resilience to help children face future challenges; and
- Promote self-acceptance and a deeper understanding of oneself.



OVERVIEW OF MARYMOUNT CENTRE

Information as at 31 December, 2024

Marymount Centre was officially registered under the Charities Act on 9 May 1984. On 20 January 2014, it was registered as a Company Limited by Guarantee, with its constitution serving as the governing instrument. Marymount Centre was granted Charity and Institute of Public Character (IPC) status on 1 October 2015.

UEN	201402049Z
REGISTERED ADDRESS	10 Collyer Quay, #10-01, Ocean Financial Centre Singapore 049315
MAILING ADDRESS	Good Shepherd Place, 9 Lorong 8 Toa Payoh Singapore 319253
BANKER	Development Bank of Singapore
AUDITORS	Singapore Assurance PAC
WEBSITE	www.marymountctr.org.sg

ROLE OF THE BOARD OF DIRECTORS

The Board is responsible for providing strategic direction and overseeing the programmes and objectives of Marymount Centre. It ensures Marymount Centre fulfils its vision and mission through effective governance and leadership.

CONFLICTS OF INTEREST POLICY

Marymount Centre has established a Conflicts of Interest Policy and corresponding operating procedures to prevent and manage situations involving actual or perceived conflicts of interest. Upon appointment or commencement, Board members, management, staff and volunteers are obligated to disclose any interests, relationships, or holdings that may potentially lead to a conflict of interest. This declaration must be updated promptly whenever any changes occur.

In the event of a conflict, the individual involved must fully disclose the conflict and abstain from participating in any discussions or decisions related to the matter.

WHISTLEBLOWING POLICY

Marymount Centre has established a whistleblowing policy to ensure transparency and accountability. Individuals may report any misconduct or wrongdoing by a director, management or staff member, volunteer, or any other person associated with Marymount Centre, in confidence, to the Chairperson of the Board of Directors or the Chairperson of the Audit Committee. Each report will be addressed in accordance with a clearly defined protocol.

BOARD MEETINGS AND ATTENDANCE *As at 31 December 2024*

A total of five Board meetings were held during the financial year.

NO.	NAME	TITLE	APPOINTMENT DATE	ATTENDANCE BOARD MEETING 2024	OCCUPATION	COMPANY
1	Jane Marie Ng Yin Gek (resigned 31/12/24)	Director / Chairperson	11/05/2015 / 05/05/2017	5/5	Retired	-
2	Ho Teik Tiong	Director / Hon. Treasurer	30/09/2016 01/01/2023	5/5	Partner	Foo Kon Tan LLP
3	Joycelyn Ong Yueh Ling	Director	30/09/2016	4/5	Managing Director	Shaw Kwei and Partners
4	Woo Mei Lin Jacqueline	Director	01/01/2018	5/5	Founder	Nomikos Consultancy Pte Ltd
5	Quek Toi Wee *	Director	01/01/2019	5/5	Retired	-
6	Yap Lian Hiang Vivien	Director	01/01/2019	5/5	Chartered Psychologist	Turning The Tide Pte Ltd
7	Siew Hui Zhen Natalie	Director	01/01/2019	5/5	Vice President (HR)	Singapore Exchange Limited
8	Winnie Foo (resigned 31/12/24)	Director	01/07/2019	3/5	Family Physician	W. Clinic Pte Ltd
9	Prempal Singh Hundal	Director	02/08/2023	4/5	Global Internal Controller	Galderma
10	Elaine Beh Pur-Lin	Director	02/08/2023	5/5	Consultant	RHTLaw Asia LLP
11	Lim Lai Yan Betty	Director	01/04/2024	4/4	Chief Executive	Marymount Centre

*Past appointment as Hon. Treasurer: 01/01/2019

COMMITTEES *As at 31 December 2024*

POSITION	NAME	COMMITTEES
Chairperson	Woo Mei Lin Jacqueline	Governance and Nominations
Chairperson	Ho Teik Tiong	Finance
Chairperson	Prempal Singh Hundal	Audit
Chairperson	Elaine Beh Pur-Lin	Programmes and Services
Chairperson	Siew Hui Zhen Natalie	Human Resources and Volunteers Management
Chairperson	Jane Marie Ng Yin Gek	Investment

EXECUTIVE MANAGEMENT TEAM *As at 31 December 2024*

NAME	APPOINTMENT
Lim Lai Yan Betty	Chief Executive (Appointed: 01/02/2024)
Jessica Koh Hong Wue	Deputy Chief Executive / Head of Home
Zheng Chengde Derek	Senior Psychologist / Head of Therapeutic Services
Tan Yee Nee (Agnes)	Residential Manager
Sr Koh Siew Joo Agnes	Residential Manager
Belleza MA Gilzen Asuncion	Residential Manager
Chaug Lu Lu	Centre Manager
Chien Pei Gen	IT Manager
Chan Lai Mei (Cynthia)	Community Partnership Manager

Disclosure of remuneration and benefits received by Board members

- None of the directors received any remuneration or benefits.

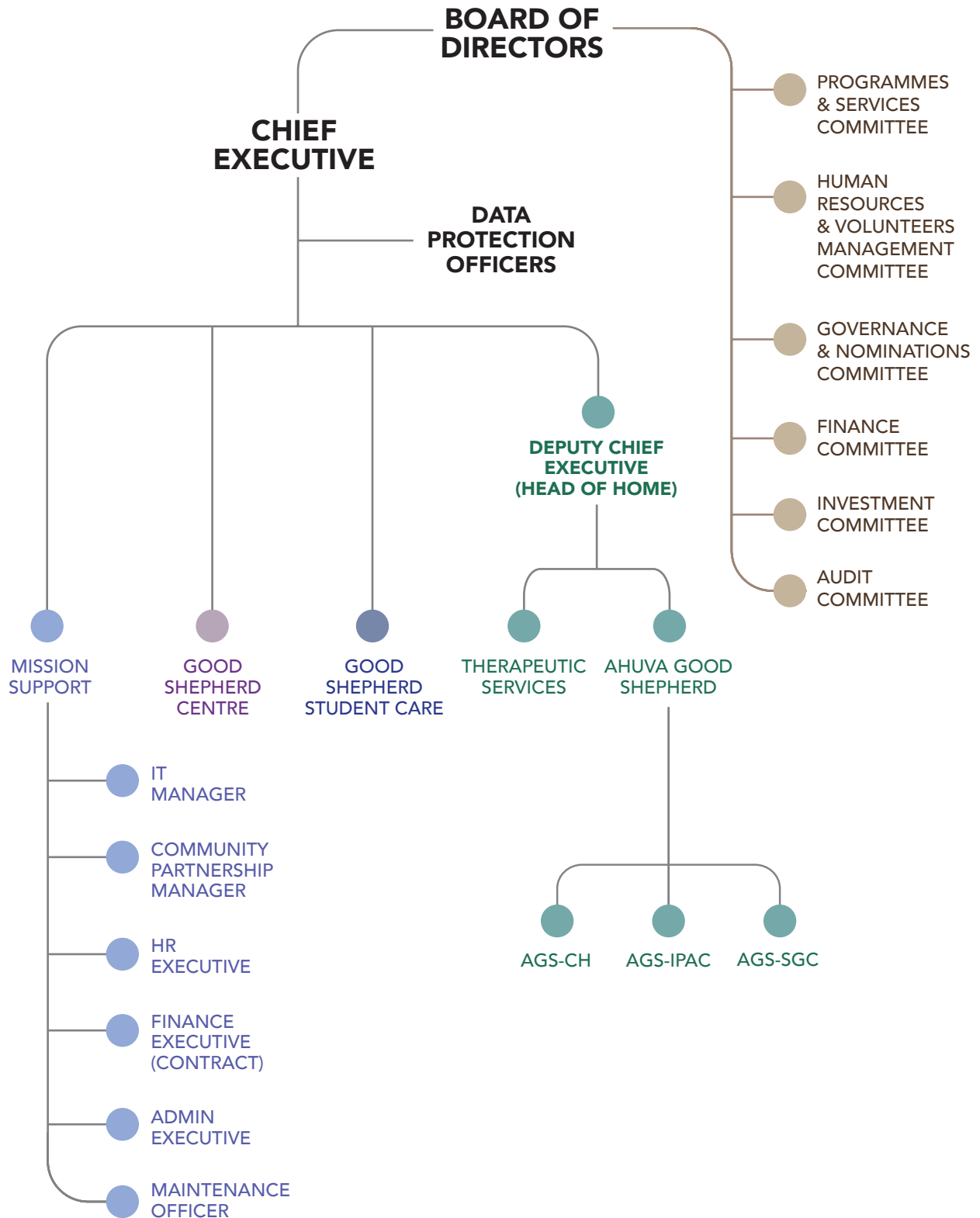
The total annual remuneration of top 3 paid staff receiving in excess of \$100,000

- 3 paid staff received a total annual remuneration in the band of \$100,000 - \$199,999.
- One person is a member of the Board of Directors.

Related paid staff receiving remuneration in excess of \$50,000

- There was no related paid staff receiving remuneration in excess of \$50,000.

ORGANISATION CHART As at 31 December 2024



MESSAGE

from Chairperson

2024 was a milestone year for Marymount Centre because it marked 40 years since Marymount Centre was officially registered as a charity under the Charities Act in 1984, and 10 years since its incorporation as a company limited by guarantee in 2014.

The theme for 2024 was “strong and constant” and it made me wonder, in what ways had Marymount Centre been strong and constant over the last 40 years, the last 10 years, and in 2024? How strong and constant?

I gave a brief history of Marymount Centre and described its growth and development over the past 40 years at the Celebration of Partnership in November 2024. I believe some of that will be featured in this annual report. The other content and stories in this annual report will highlight in what ways and how Marymount Centre was strong and constant. I sincerely hope that you will find joy and inspiration in reading them.

To me, strong and constant also means ensuring smooth succession of leadership. On 1 February 2024, Ms Betty Lim was appointed Chief Executive of Marymount Centre. Under the mentorship of her immediate predecessor, Sr Cecilia Liew, Betty had an excellent role model of how to love and live out our values with strength and constancy, and I might add, with grace and kindness. Betty has learned well and has shown herself to be a worthy successor.

As the statutory limit of my 10 years as director would be reached in May 2025, the Board of Directors agreed that I should resign as a director at the end of 2024 and that a new Chairperson would take over in January 2025. Heartfelt thanks to Ms Quek Toi Wee, for answering the call to serve Marymount Centre as the next Chairperson. Toi is a warm and

caring person of deep faith, with a big heart rooted in love for Marymount Centre and its mission. I am confident that Toi’s leadership will be strong and constant, and I look forward with optimism to hearing about more exciting achievements by Marymount Centre in the years to come.

I would like to express my deep gratitude to the Board directors and Board Committee members with whom I have been blessed and privileged to work over the years. Their strong and constant commitment and contributions are evidenced by their regular attendance and participation at meetings, their teamwork and professionalism, how willingly they give of their time and how generously they give donations as needed. Gratitude is the memory of the heart, and I hold each of you dearly in my heart.

Since its incorporation, Marymount Centre has worked hard to keep up with developments in the social service sector and aimed for excellence in best practices and standards. Marymount Centre is where it is today due to the strong and constant efforts and support of the management and staff, stakeholders like MSF, COC, NCSS, and the Good Shepherd Sisters, and many, many faithful volunteers, benefactors and donors who are too numerous to name here. Your dedication, generosity and love for Marymount Centre and its mission are amazing! Thank you for working with Marymount Centre to empower lives, restore rights and uphold dignity, and thus make a positive difference in the life of another!

I wish Marymount Centre, its Board and Committees, the management and staff, all program participants, stakeholders, benefactors, donors and volunteers, joy, success and fulfilment, and abundant blessings!



*Gratitude is the memory of
the heart, and I hold
each of you dearly in my heart.*

Ms Jane Marie Ng Yin Gek
Chairperson
Marymount Centre

Marking 40 YEARS OF COMMITMENT

The year 2024 marked a monumental milestone as we celebrated 40 years since Marymount Centre was officially registered under the Charities Act. Our journey has been defined by strong, consistent commitment to our mission, and we continue to build on this foundation to create lasting positive change in the lives of those we serve.



1939: The Beginning of a Mission – two courageous Good Shepherd Sisters arrived in Singapore with hearts full of purpose.



1945: Hope for the Homeless – The Marymount Vocational Centre opened its doors to homeless girls, offering shelter and skills.



1949: A Place to Call Home – Land at 790 Thomson Road became the heart of the mission.



1982: Guiding the Young – Good Shepherd Student Care began, nurturing young minds (then known as Marian Centre).



1984: Recognised with Purpose – Officially registered under the Charities Act.



1986: A Safe Haven – Good Shepherd Centre was born, offering refuge and hope.



2006: For the Young Ones – Ahuva Good Shepherd established to care for vulnerable children.



2011 – 2014: A Time of Transition

790 Thomson Road was acquired for expressway.
A new home was found and Marymount Centre relocated to Toa Payoh.



2015: Expanding Our Reach – IPC status obtained; Interim Placement and Assessment Centre (IPAC) was established.



2017: Innovating Care – Small Group Care pilot launched to provide family-style environments.



2021: Community-based Compassion – Crisis Shelter flats in Yishun HDB blocks bring help closer to those in need.



2022: Honoured for Transparency – Recipient of the Charity Transparency Award.



2024: Advancing Cyber Resilience & Data Responsibility

– Cyber Essentials and Data Protection Essentials Certifications obtained – reinforcing our commitment to safeguarding personal data, ensuring compliance, and building trust.

Celebrating THE STRENGTH OF ENDURING PARTNERSHIPS

The evening of 23 November 2024 was filled with emotion as we honoured the incredible dedication and passion of our volunteers and the generous hearts of our donors, whose contributions have been the driving force behind our achievements. Your commitment has truly been the heartbeat of our success.

As we reflected on the past four decades, there was a profound sense of gratitude and hope for the future. This milestone reaffirmed our promise to continue embracing new challenges, confident that with the support of our valued partners, we will continue to create a brighter future for our residents and students. With heartfelt appreciation, we look ahead to the next 40 years, knowing that our journey is built on the powerful, constant partnerships that have guided us along the way.



Handmade door gifts for guests

HONOURING LONG-TERM PARTNERS:



From left to right, top row: Sr Jean (Represents Marymount Convent School), Sr Grace (Represents Marymount & Good Shepherd Pre-schools), Sr Lucy (Represents Restful Waters), Sr Helena (Represents Good Shepherd Sisters), Sr Cecilia Liew, Ms Cecilia Ee and Ms Jane Marie.

CAPTIVATING PERFORMANCES AND FUN-FILLED GAME MOMENTS



VOICES OF COLLABORATION

In celebration of this milestone, we are excited to interview our partners and share their experiences and thoughts on working with Marymount Centre. Their perspectives highlight the strength of our collaboration and the impact we have made together.

STAFF STORIES AND REFLECTIONS



Ms Zin Zin
Senior Social Service Assistant
Children's Home

In the interview, her response is represented by her initials **ZZ**.



Ms Ivy Yap
Cook
Good Shepherd Student Care

In the interview, her response is represented by her initials **IY**.

Q1 How long have you been with Marymount Centre, what attracted you to join, and how has your role evolved? What motivates you to stay and contribute to the organization?

ZZ: I have been working at Marymount Centre for 12 years. At the time, I only knew that it was a children's home but was not fully aware of the role. My cousin, who is working in Singapore, and an aunt's friend, who is an agent and knew Ms Irene suggested that I join the team. I started by cooking for the children at the Children's Home. After three years, when AGS-IPAC was established, Sr Cecilia recognized my passion for working with children and promoted me to Social Service Assistant to take on the responsibility of caring for the children, a role I truly cherish. Sr Cecilia became a constant source of motivation and like a second mother to me. The support and guidance I received from her – she helped me overcome the challenges I faced when I first arrived, including language barriers and adapting to a new environment.

IY: It has been 18 years since I am working with Marymount Centre, having sought refuge at Good Shepherd Centre (GSC) during a difficult personal time. With the support of Sr Agnes, I found a new purpose and was referred to work as an Office Cleaner cum Cook at the Children's Home for about a year. I then moved to Good Shepherd Student Care (GSSC) as a Cook. Over the years, I have grown from preparing meals for 80 people to overseeing kitchen operations and planning meals for over 230 people daily. My gratitude for the opportunity motivates me to continue providing wholesome, balanced meals for the students, teachers, and staff.

Q2 What is something you are especially proud of achieving here?

ZZ: I am especially proud of my personal and professional growth here. I have become more confident in speaking English and interacting with the children, and I have developed strong social skills while working with both the children and staff. Emotionally, I have become more stable,

able to focus on my work, and better at managing my emotions. In terms of my career, I am proud of moving from Cook to Social Service Assistant and later transitioning from AGS-IPAC to the Children's Home, where I took on the responsibility of caring for long-term children and teenagers – who can be more demanding and defensive. I have learned new skills in managing teenagers. I was promoted to Senior Social Service Assistant in 2023, which was a significant milestone for me.

IY: Going from not knowing how to cook to preparing meals for over 230 people is a significant achievement for me. I am deeply grateful to Sr Cecilia and Aunty Margaret, who patiently taught me culinary skills during my time at GSC and while working at the Children's Home. Their guidance has been invaluable in helping me reach this point.

Q3 How do you think Marymount Centre has impacted its residents/students and the wider community?

ZZ: Marymount Centre delivers care with patience, understanding and unconditional support. The staff provide not only academic support, but also create a safe and nurturing environment for the children. For the wider community, the Centre helps residents become better individuals, equipping them with life skills and communication skills that enable them to integrate more effectively with their families. They also learn important skills like financial planning. Through community service activities like participating in Hao Ren Hao Shi and visits to Kwong Wai Shiu Hospital, the children gain an understanding of how to care for vulnerable people and the elderly. This teaches them that there are many others in need and encourages them to give back to the society. Activities like beach cleaning also promote environmental awareness and instil the importance of sustainability.

IY: Unlike other student care centers where students are often confined to small spaces, GSSC provides a spacious environment that allows for more outdoor activities. In addition to coaching them with their schoolwork, GSSC organizes various activities that help students develop important life skills and foster personal growth.

Q4 What are some big challenges you have faced at Marymount Centre, and how did you overcome them?

ZZ: A key challenge I faced was moving from AGS-IPAC to the Children's Home, where the presence of more teenagers made managing behaviour more difficult. I overcame this by building strong relationships, learning from colleagues, and practicing empathy. Another challenge is the layout of AGS-CH, with its two levels making supervision harder. Additionally, long-term residents have developed a strong sense of belonging and treat the Children's Home as their own home, which makes it harder to enforce discipline. Despite these challenges, I adapted by focusing on building trust and using patience in my approach.

IY: I don't encounter many major challenges, but in stressful or demanding situations, the staff and teachers are always there to lend a helping hand.

Q5 What makes Marymount Centre a special place to work, and what qualities or values are key to creating that environment?

ZZ: The strong sense of trust, empowerment, and encouragement that permeates the environment. The support and coaching provided to both staff and residents create a positive and nurturing atmosphere. Key qualities such as compassion, zeal and love are essential in fostering this environment, ensuring that everyone feels valued and motivated to contribute to the well-being of the community.

IY: The collaborative spirit among colleagues is what makes this place so special to me. Whether it's assisting with serving food, ensuring the students are settled, or stepping in when things get busy, there is always someone ready to offer support. This teamwork not only makes the environment more efficient but also creates a welcoming and positive atmosphere. It strengthens the bond between us, fostering a sense of community and making the workplace feel like a second home. It is the shared dedication and care for both the students and one another that truly sets this place apart.

A Conversation WITH OUR DIRECTOR – Mr Greg Ho

Q1 How long have you been with Marymount Centre, and what roles have you held during your tenure?

I joined Marymount Centre in September 2016. Since then, I have been the Chair of the Audit Committee and now the Chair of the Finance Committee and the Treasurer.

Q2 What initially attracted you to Marymount Centre and what has kept you engaged and motivated over the years?

The Vision, Touching Lives Building Hope. Rebuilding lives and restoring the women's sense of dignity and worth is a compelling and worthy cause to fight for.

Q3 Can you share some of the key milestones or achievements of Marymount Centre that stand out to you during your time as a director?

I do not see key milestones or achievements as my priority, personally. Rather, an organisation that places value on the life of a person than the whole world and the ability of the organisation to do small things with love daily are important parameters that I embrace.



Q4 What has been the most rewarding part of watching Marymount Centre evolve over the years?

During my tenure, I have experienced the seamless succession of the Chief Executive and twice, the Chair of the Board of Directors. It is rewarding because of the like-minded people working as one in the interest of the organisation and the diversity of professionals that Marymount Centre is able to attract.

Q5 What do you hope will be the legacy of Marymount Centre, both for the people it serves and for the community?

I hope that the community can benefit greatly from pilot programmes that MSF has entrusted Marymount Centre with, as the needs of the community evolves. In the past, Marymount Centre was chosen to pilot IPAC and Small Group Care. To date, both programmes continue to remain essential in Singapore.

Insights FROM OUR VOLUNTEER

- Ms Yen Siow



Q1 Can you share how you first became involved with Marymount Centre?

I became involved in Marymount Centre about 9 years ago when I reached out to the Centre and offered to support the children in STEM education classes. From those classes and with the help of many volunteers, I organised the Career and Education Fair, special outings and the Christmas hampers for all the residents.

Q2 How do you think Marymount Centre has impacted the community, and what role do you believe volunteers play in that impact?

Marymount is a charity that supports vulnerable children and women. The charity plays a significant role in providing pastoral care and meeting the well-being needs of the women and children. The staff are experienced in understanding and supporting people with trauma backgrounds and the centre provides a safe and nurturing environment for the residents.

Q3 What have been some of the biggest challenges you have faced as a volunteer, and how have you overcome them?

At times, the residents present with behaviours that are triggered by a range of emotions and trauma. As a volunteer, we are not privy to the background of the residents. The challenge we have is not knowing what the triggers are and how to respond appropriately so that it does not affect the rest of the residents. We do rely on the staff to work with the residents when there are occasional meltdowns.

Q4 How has your experience at Marymount Centre influenced your personal growth or perspective on community service?

I have been very blessed to work with Marymount Centre, growing in my understanding of the needs of the women and children, being aligned with the values of the centre to promote holistic growth and to nurture the residents so that they can improve their livelihoods. My perspective on the community has widened as I was not aware that these types of services were available and I was pleasantly surprised to see how well run and organised Marymount Centre was considering they are working with vulnerable people who have many physical and mental health needs that require a range of services all working together to provide the best possible care for the residents.

Q5 What would you like to see more of at Marymount Centre moving forward, in terms of volunteer opportunities or community engagement?

I do think Marymount Centre is providing the best care for the residents as I work across a number of charities that provide residential care for vulnerable women and children. Marymount Centre is a very well-run facility and the staff seem to genuinely care for the residents. I would like to see how we can continue to provide more learning and educational opportunities for the residents so that they can be skilled to find jobs and opportunities when they leave Marymount Centre. I believe the residents need to have valuable skills that they can develop and take ownership of so that they can continue to live a fulfilling life outside of Marymount Centre. I believe the children should be given vocational training to complement their academic schooling as some children may not pursue higher education, so that they can build skills that can contribute to their long-term financial sustainability.

UNWAVERING DEDICATION

OF DUNMAN HIGH SCHOOL'S GIRL GUIDES TO GOOD SHEPHERD STUDENT CARE

Since 2015, the Dunman High School Girl Guides have been dedicated supporters of Good Shepherd Student Care (GSSC), working together to enrich the lives of our children and promote community growth. **During the annual school holidays, our collaborative efforts have created meaningful experiences for the children, extending education beyond the classroom.** Special recognition is extended to Ms Chang, the Guides Teachers, and the Girl Guides for their commitment to the success of these programs. We look forward to continuing this partnership to create lasting, impactful experiences for our children.

by **Mdm Chung Lu Lu**
Centre Manager, Good Shepherd Student Care

BAKING SESSIONS: NURTURING SKILLS AND ENHANCING TEAMWORK

The structured baking sessions during the June holidays provided children across all Primary levels with a valuable opportunity to develop life skills, creativity, and teamwork. These activities encouraged meaningful interactions between the children and the Girl Guides, fostering collaboration and friendships. The shared baking experience exemplified the strong partnership and commitment to community development and skill enhancement.



ART AND CRAFT ACTIVITIES:

A PLATFORM FOR SELF-EXPRESSION

Through art and craft activities, the Girl Guides have inspired children to uncover their artistic talents and express their creativity. These sessions introduced new techniques while fostering a deep appreciation for creative expression, providing a supportive environment for young minds to thrive.



THE CHILDREN'S CARNIVAL: JOYFUL CONNECTION AND COMMUNITY SPIRIT

A key highlight of our collaboration was the Children's Carnival, designed to offer both fun and learning through a variety of games and activities. The event fostered community, supported social development, and brought children together. Led by the Girl Guides and supported by Guides Teachers, the carnival showcased the strength of teamwork and community spirit.





Finding PURPOSE AND JOY AT GOOD SHEPHERD CENTRE

Volunteering at Good Shepherd Centre has been a humbling and rewarding experience for me. I first became involved in 2007 through my family's annual Christmas carolling sessions, where the joy on the residents' faces inspired us to return each year. After the carolling sessions stopped, I felt led to continue serving at the Centre.

I am deeply inspired by Sister Agnes-Claire and her team, who work tirelessly to support the residents and their families. **The respect shown by the residents towards staff and volunteers is heartwarming. Each visit leaves me grateful for the "family" provided by the Centre.**

My involvement has expanded, with God guiding me to also support the Roman Catholic Prison Ministry and connect with the Good Shepherd Sisters at Good Shepherd Place in Toa Payoh. These experiences have deepened my understanding of the Good Shepherd mission.

I believe my journey of volunteering has been shaped by God, and I bring His love with me each time I serve, receiving the same love and joy from the residents in return.

by Ms Philine Xavier
Volunteer
Good Shepherd Centre

MY *Transformative* EXPERIENCE AT SMALL GROUP CARE



My time at Small Group Care (SGC) was an incredibly rewarding experience. **I had the chance to build lasting friendships and take part in social outings that I truly appreciated.** The staff were consistently supportive and attentive, fostering a caring atmosphere that made me feel both welcomed and valued.

Initially, adjusting to the new environment was a challenge. The change in routine was difficult, and I struggled with tasks that pushed me beyond my comfort zone. However, I was determined to overcome these hurdles. By actively engaging and putting in my best effort, I was able to adapt and grow.

Throughout this journey, I acquired valuable self-regulation techniques, such as the ER drill and ER station, which I still rely on today whenever I feel overwhelmed. These strategies have become essential in helping me maintain emotional balance and keep a positive outlook for the future.

Thanks to the supportive environment at SGC, I have become more independent. The skills and confidence I gained here have empowered me to tackle challenges with greater ease, and I no longer fear difficult situations.

by Yvonne (pseudo name), Ex-Resident



FINDING COMFORT IN MY SECOND HOME

My experience at Good Shepherd Centre (GSC) has been transformative, offering comfort, care, and unwavering support during challenging times. From the beginning, the understanding and compassionate staff created a safe space for me to share and rebuild my life. GSC's support extended beyond basic needs – helping me navigate complex issues such as divorce, child-rearing, and emotional challenges. They even went the extra mile, accommodating my sister in the shelter and providing my daughters with Chinese tuition to ensure their education continued without interruption.

When faced with difficult situations, such as trouble with my ex-husband, the staff handled everything with professionalism and care, ensuring our safety. **Through their encouragement, I rediscovered my self-worth and gained confidence. GSC has become my "second home", a sanctuary where I feel supported, valued and part of a larger family.**

I now hold onto the strength and resilience I have gained from GSC and hope to inspire others to believe in their own potential and seek help when needed. My message to others is: "Be strong. Believe in yourself, fight for it, and stand tall without fear."

by Philo (pseudo name)
Resident
Good Shepherd Centre

A JOURNEY OF GROWTH AND GRATITUDE AT MARYMOUNT CENTRE

Throughout my time at Marymount Centre, I have grown and developed significantly, thanks to the continuous support and guidance from the staff, my social worker, and my psychologist, who have always been there to help and listen.

The food here is always delicious, with fresh ingredients sourced daily by the staff. The place is spotless, a testament to their dedication and positive influence, which motivates us to strive for excellence. **The staff are approachable, patient, and genuinely care for us, contributing significantly to my personal growth. I have become more open-minded and receptive to constructive feedback, using it as a tool for self-improvement.**

I am deeply grateful to the volunteers who, despite their busy schedules, plan activities for us and generously sponsor our groceries and dinners. Their thoughtful gestures make a big difference and always brighten our days.

Lastly, I am grateful to the residents and everyone who has supported me here. Their kindness and small acts of care have had a lasting impact and mean so much to me.

by Clara (pseudo name)
Resident
AGS-SGC





BUILDING A BRIGHTER FUTURE

THROUGH SUPPORT AND CARE

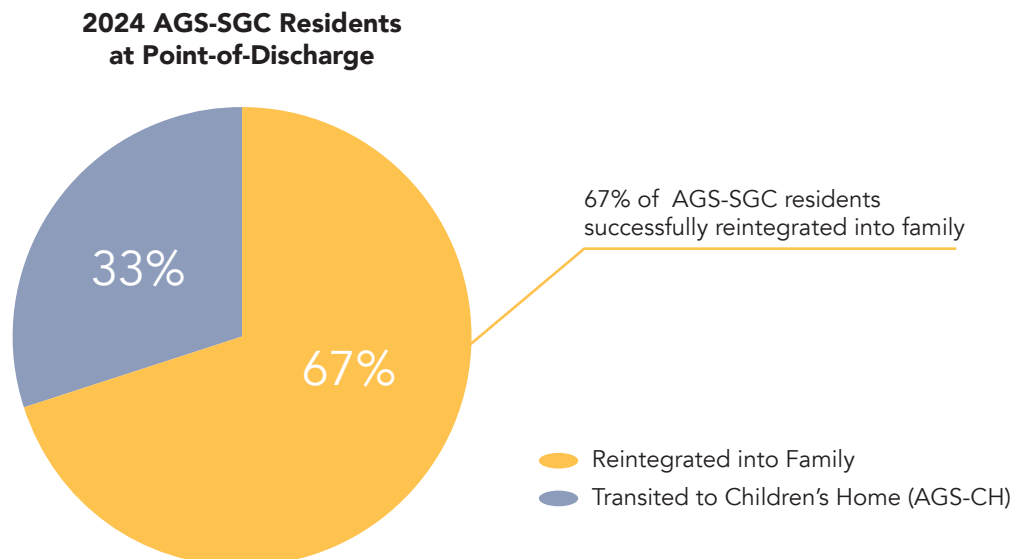
At Marymount Centre, we are committed to cultivating an environment rooted in care, compassion, and personal growth. Through our comprehensive programmes and services, we strive to create meaningful, lasting impacts, empowering individuals and communities to achieve their fullest potential.

AGS-SMALL GROUP CARE (AGS-SGC) WITH TRAUMA-FOCUSED INTERVENTION:

Trauma-Informed Positive Behaviours Interventions and Supports (TI-PBIS)

AGS-Small Group Care (AGS-SGC) supports children aged up to 12 years old who have experienced adverse childhood experiences with higher psychosocial needs to reintegrate into their families by providing a trauma-focused milieu with a smaller staff to resident ratio. Over 12 to 18 months, children receive intensive, trauma-focused interventions such as Trauma-Informed Positive Behaviours Interventions and Supports (TI-PBIS) to heal emotionally and develop positive coping strategies. Professionals also work with families to address underlying issues, preparing them for reunification. For more complex cases with professionals needing more time to work with the family to address chronic family factors hindering the reintegration plan, some children may be transitioned to a long-term Children's Home (AGS-CH).

The data shows 67% of AGS-SGC residents successfully reintegrated into family, with the remaining 33% transitioned to AGS-CH.



AGS-CHILDREN'S HOME (AGS-CH) - PATHWAYS TO REUNIFICATION:

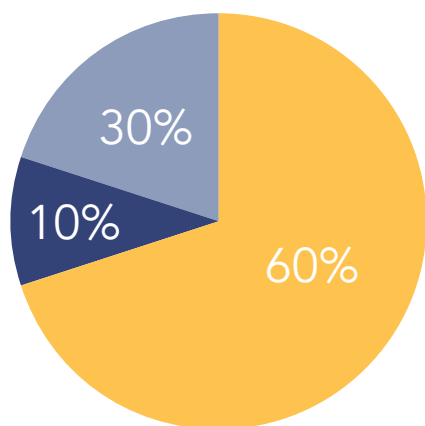
Reintegration of Children from Out-of-Home Care into Families or Transition to Independent Living

Reintegrating children from a children's home into their families involves careful planning, support, and coordination. The process starts with professionals assessing the child's needs and the family's ability to provide a stable home, addressing underlying family challenges and signposting resources like parenting support, financial assistance and counselling.

For children who cannot return to their families for various reasons, the focus shifts to independent living, where youth receive life skills training, education, mentorship, and support through MSF's Enhanced Aftercare Support (EAS) for youth residents aged 17-21.

Children with higher levels of trauma/psychological needs may transition to Small Group Care (AGS-SGC), which provides a smaller, more supportive setting for intensive trauma-focused interventions. This setting fosters secure attachments and prepares children for eventual reintegration into their families or independent living, ensuring they receive the care necessary for healing and successful outcomes.

2024 AGS-CH Residents at Point-of-Discharge



The data shows 70% of AGS-CH residents successfully reintegrated into family or transitioned to independent living in the community.

70% of AGS-CH residents successfully reintegrated into family or transitioned to independent living in the community. (This is a combination of the 60% reintegrated to family and 10% transited to independent living.)

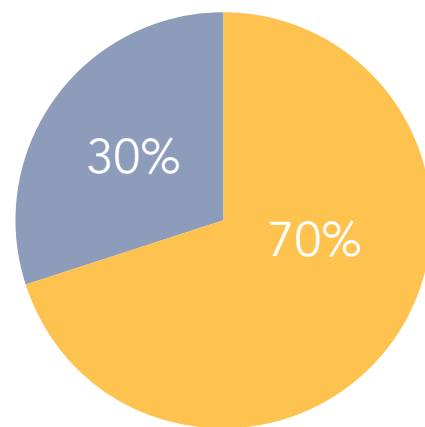
- Reintegrated into Family
- Transited to SGC
- Transited to Independent Living

AGS-INTERIM PLACEMENT AND ASSESSMENT CENTRE (AGS-IPAC) – ENHANCING THE SAFETY OF RESIDENTS

AGS-IPAC residents, removed from their homes by MSF Child Protective Services due to child protection concerns, often face trauma, abuse and/or neglect. AGS-IPAC provides a safe, supportive, and trauma-informed environment while MSF Child Protection Officers work on a safety plan with the children's families and/or explore long-term out-of-home placement. AGS-IPAC has piloted a safety scale (i.e., how comfortable and secure residents feel in AGS-IPAC, both physically and emotionally) for residents to retrospectively report their initial and post-AGS-IPAC sense of safety.

The data shows 70% of residents reporting increased levels of safety at AGS-IPAC, with the remaining 30% of residents reporting the same levels of safety.

2024 AGS-IPAC Residents at Point-of-Discharge




- Safety enhanced
- Safety maintained

70% of AGS-IPAC residents reported increased levels of safety at AGS-IPAC


GOOD SHEPHERD CENTRE (GSC) – EVALUATING THE EFFECTIVENESS OF SERVICES

At GSC, surveys served as the primary tool for gathering both quantitative and qualitative data from discharged residents in 2024, aimed at evaluating the impact of our services on their outcomes.


**100% of our residents reported feeling fully supported.
The key areas in which they felt supported include:**




Assistance with
navigating legal
and government
systems




Support from
skilled and
compassionate
staff



A comforting
and safe
environment



Access to
therapeutic
programmes



Education
referrals for
bursaries/
subsidies



Financial
referrals to
religious
organisations

GOOD SHEPHERD STUDENT CARE CHARACTER DEVELOPMENT PROGRAMMES

In 2024, Good Shepherd Student Care (GSSC) introduced a structured framework for its Character Development Programme. The revamped programme now dedicates 2 hours per week to Social-Emotional Learning (SEL) lessons, focusing on the five core competencies while reinforcing the eight core values of Marymount Convent School (MCS). This report evaluates the programme's effectiveness through qualitative insights gathered from student feedback, emphasizing its impact on both Social Awareness and School Values. It is essential for students to develop the ability to understand and empathize with others' feelings and perspectives, thereby fostering a supportive and inclusive community. Additionally, the programme plays a key role in cultivating positive attitudes and responsible behaviours.



MCS Values

Compassion, Gratitude, Humility, Integrity, Perseverance, Respect, Responsibility, Zeal

The survey involved 200 students from Primary 2 to Primary 6, using a structured questionnaire to assess SEL competencies and school values. The questionnaire featured Likert scale items (1 to 5) to quantify student attitudes and perceptions.

The survey results were highly encouraging, with 73.99% of students indicating an ability to recognize when others are upset or in need of assistance. Additionally, 71.44% of students reported consistently demonstrating compassion, expressing gratitude, and acting with integrity, highlighting their active engagement with and internalization of the school's core values.



At GSSC, social awareness and school values are central to our daily activities, ensuring that students consistently apply their learning in meaningful ways. Regular classroom discussions further reinforce these values, contributing to the development of well-rounded individuals poised to make a positive impact in society. Our commitment to the ongoing assessment and enhancement of the Character Development Programme reflects our vision of nurturing "Ladies of Compassion, Eloquence and Intellect, with God as our Shepherd."

CHAMPIONING ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) STANDARDS



Marymount Centre is committed to incorporating ESG principles across all aspects of our operations. Through the adoption of sustainable practices, promoting inclusivity, and upholding the highest standards of ethical governance, we aim to generate long-term value for stakeholders while positively impacting both society and the environment.

TEACHERS' DAY WITH A *Green Touch*

At Good Shepherd Student Care (GSSC), we emphasize environmental sustainability and integrate eco-friendly practices into our programmes to cultivate a sense of responsibility in our students for protecting our planet.



On 29 August 2024, as part of our Teachers' Day celebration, students engaged in a sustainable activity by creating gratitude tulips from recycled cardboard and toilet rolls. This hands-on project allowed students to express their appreciation for their teachers while raising environmental awareness.

Through this activity, students personalized tulips with coloured pencils and heartfelt messages, all while reflecting on the importance of recycling and minimizing waste. The project highlighted how creativity can align with environmental stewardship, teaching students the value of reusing materials.

The celebration reinforced our commitment to sustainability, creativity, and gratitude, inspiring students to adopt eco-friendly practices and instilling a lifelong sense of environmental responsibility. We are dedicated to continuing these impactful initiatives moving forward.

by **Mdm Chung Lu Lu**
Centre Manager
Good Shepherd
Student Care



EVERY LITTLE ACTION *Counts* OUR ENVIRONMENTAL COMMITMENT



At Marymount Centre, we are committed to fostering environmentally responsible practices among our residents and students. Each level of the Ahuva Good Shepherd Homes is equipped with recycling bins for paper, plastic, and glass. Residents are educated on proper recycling procedures and the importance of ensuring containers are clean to prevent contamination. Once the bins are full, staff assist residents in transferring the recyclables to larger community bins, reinforcing the importance of recycling and waste reduction.

In addition, the Homes observe Earth Hour weekly by turning off all electricity, except in the shower areas, to raise awareness about energy conservation. During this time, staff encourage residents to use alternative cooling methods, such as paper fans, while also explaining the significance of energy conservation in environmental protection.

Every Friday, the Homes serve meat-free meals, replacing meat with plant-based proteins such as beans and eggs, to promote reduced meat consumption and a smaller carbon footprint. While residents may initially be reluctant, they are encouraged to embrace sustainable eating habits.

These initiatives aim to cultivate environmental awareness and instil the understanding that even small, everyday actions can collectively contribute to a more sustainable future for all.

by Ms Agnes Tan
Residential Manager
AGS-IPAC



Activities during Earth Hour



Meat-free meals



Meat-free meals



Children doing their part in recycling

BRIDGING GENERATIONS: A DAY OF FUN AND CONNECTION



On Saturday, September 21, 2024, the SSVP Kids Project organised an enriching intergenerational fun day at Goodlife Studio Yishun for the girls, as part of our ongoing monthly sessions designed to expose them to diverse experiences. **The event aimed to foster connections between our young residents and local older adults through a series of interactive team games.** Over the course of an hour, the participants were divided into mixed-age teams of up to eight people, engaging in a variety of activities designed to break down barriers and promote understanding between generations.

The day began with icebreaker games where everyone chose pseudonyms, creating a light-hearted atmosphere. As the activities progressed, including passing ping pong balls in a line, playing a light-speed reaction game, and even learning a 10-second TikTok dance, we witnessed a heartwarming shift in the dynamics. Initially hesitant, our girls gradually

opened up, with some breaking the ice by discussing their dialect groups with the older adults. It was heartwarming to see them step out of their comfort zones, explaining the game rules to their elder teammates and assisting with practical needs, like pulling chairs for those with mobility challenges. The older adults, familiar with the studio from previous activities, created a welcoming environment that helped the girls feel at ease. This experience not only encouraged meaningful interactions between generations but also exposed the girls to fresh perspectives and helped foster empathy. As they cheered each other on during activities like the stationary bicycle ride and shared modern slang, the girls gained valuable insights into active aging and the importance of intergenerational connections, mutual respect, and learning from one another.

by Ms Michelle Choy
Volunteer
SSVP

CARING BEYOND *Boundaries*

Kwong Wai Shiu Hospital (KWSH) has become one of the most eagerly awaited programmes for our children. The interactive sessions and activities, including bingo, Velcro ball target throwing, guessing games, and flower arrangement, were thoughtfully curated to engage the elderly. Our children played an active role in designing and facilitating these activities, aimed at stimulating both the cognitive and motor skills of the elderly residents.

The staff at KWSH were exceptionally supportive, providing valuable assistance throughout the activities. **The elderly residents thoroughly enjoyed the sessions, as well as the companionship of our children. Their delight was apparent as they received prizes and rewards, and their smiles gave our children a deep sense of fulfilment from making a positive impact on others.** The older children,



in particular, gained valuable experience by interacting with the elderly, offering guidance, and providing entertainment. This experience allowed them to appreciate the joy of giving back and the rewarding nature of serving others.

by Ms Susie Tan
Social Service Assistant
AGS-SGC

SECURING THE FUTURE: CSA CYBER ESSENTIALS & DATA PROTECTION ESSENTIALS CERTIFICATIONS ACHIEVED



**CYBER
ESSENTIALS**
Certified



Marymount Centre is proud to announce the successful achievement of both the CSA Cyber Essentials Certificate and the Data Protection Essentials Certificate, underscoring our unwavering commitment to upholding the highest standards in cybersecurity and data protection.

These prestigious certifications highlight our proactive efforts in safeguarding sensitive information, mitigating online risks, and ensuring compliance with best practices in data management. By attaining these accreditations, we reaffirm our dedication to the privacy and security of our staff, residents, and stakeholders.

As cybersecurity threats and data protection requirements continue to evolve, we remain steadfast in enhancing our practices and systems, further solidifying our reputation and assuring all stakeholders of our commitment to a secure and trusted digital environment.



A HEART OF SERVICE

Our unity is like a gently flowing river which waters the earth with blessings

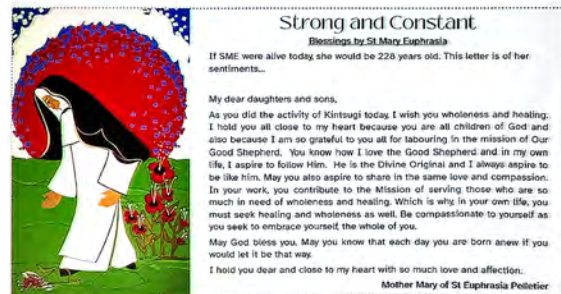
– St. Mary Euphrasia Pelletier

As we reflect on the profound spirit of selfless dedication that forms the foundation of our community, we honour the enduring legacy of our Foundress and express our heartfelt gratitude for the unwavering commitment of our staff. Their devoted service continues to inspire us all and leaves a lasting, positive impact on the lives of those we serve.

EMBRACING IMPERFECTION WITH *Kintsugi*

Foundress Day 2024 was particularly meaningful to me as I was involved in planning activities for Marymount Centre's staff around the theme "Strong and Constant". A key highlight was a kintsugi workshop, where colleagues experienced the Japanese art of repairing broken pottery with lacquer mixed with gold, silver, or platinum. This art form celebrates imperfections rather than hiding them, offering a powerful metaphor for personal growth.

As colleagues worked on their pottery, I observed a range of reactions – some hesitated, while others embraced the cracks as opportunities for creativity. The activity became more than just an art project; it was an exercise in self-acceptance and a chance to connect with one another through shared experiences. The act of repairing the pottery reminded us that our flaws enhance our strength and resilience, just as the kintsugi process transforms broken pottery into beautiful art.



Strong and Constant

Blessings by St. Mary Euphrasia

If SME were alive today she would be 228 years old. This letter is of her sentiments...

My dear daughters and sons,

As you did the activity of Kintsugi today, I wish you wholeness and healing. I hold you all close to my heart because you are all children of God and also because I am so grateful to you all for labouring in the mission of Our Good Shepherd. You know how I love the Good Shepherd and in my own life, I aspire to follow Him. He is the Divine Original and I always aspire to be like him. May you also aspire to share in the same love and compassion.

In your work, you contribute to the Mission of serving those who are so much in need of wholeness and healing. Which is why, in your own life, you must seek healing and wholeness as well. Be compassionate to yourself as you seek to embrace yourself, the whole of you.

May God bless you. May you know that each day you are born anew if you would let it be that way.

I hold you dear and close to my heart with so much love and affection.

Mother Mary of St Euphrasia Pelletier



This experience reinforced the theme "Strong and Constant", reminding us to embrace our imperfections and celebrate the journeys that make us stronger and more united as a team.

by Ms Casmie Yeo
Case Worker
Therapeutic Services



A MOMENT OF GRATITUDE & APPRECIATION



Long before the event arrived, Betty, Lu Lu and I began brainstorming ways to express our gratitude to God and our dedicated staff for their unwavering commitment to serving our programme participants in Marymount Centre. Guided by the theme “Strong and Constant” from the start of 2024, we carried it through to our Staff Thanksgiving Day.

Our guest speaker, Mr Nicholas Lye, a renowned lay missionary with expertise in facilitating group sessions and reflections, helped us recognize that even the smallest actions can have a profound impact. Using the metaphor of a constant drop of water shaping a pebble, he illustrated how consistent efforts can create lasting change. Additionally, Mr Lye introduced us to pointillism, an artistic technique where small dots of colour combine to form a larger image, encouraging us to reflect on how our consistent efforts embody strength and constancy.

We also expressed gratitude to Ms Jane Marie Ng for her years of leadership on our Board of Directors, wishing her all the best as she steps down from her role as Chairperson.

No Thanksgiving celebration is complete without honouring our amazing, long-serving staff and those who have excelled in their roles with well-deserved awards and adding some extra fun with a thrilling Lucky Draw.

Finally, as a token of appreciation, each staff received a beautiful crochet sunflower as a reminder to be like St Mary Euphrasia, turning to God for strength and constancy in our daily action as we move into the new year of 2025.

by Sr Agnes-Claire Koh
Centre Manager
Good Shepherd Centre



Thought-provoking reflection session led by Mr Lye, encouraging insightful discussions and personal growth.

A moment of pride:

SHINING A SPOTLIGHT ON CONTRIBUTIONS & ACHIEVEMENTS

MARYMOUNT CENTRE AWARD



Ms Phoebe

OUTSTANDING DIAMOND AWARD

Above & Beyond



Ms Gilzen, Ms Zin Zin

LONG SERVICE AWARD - 15 YEARS



Mdm Chaung Lu Lu, Ms Eleana Tan

LONG SERVICE AWARD - 5 YEARS



Left to right: Ms Grace, Ms Vanessa, Ms Pinky, Ms Frenzy, Aunty Rajamani

THE ROOKIE AWARD



Left to right: Ms Yan Jiao, Ms Pauline, Ms Ei Shwin, Ms Anne

STRONG & CONSTANT AWARD



Left to right: Ms Emily, Aunty Ivy, Ms Stella, Ms Grace

Left to right: Ms Panja, Ms Lucy, Ms Natalie, Ms Mag

PROGRAMME HIGHLIGHTS

At Marymount Centre, our dedicated staff and volunteers deliver holistic programmes designed to empower women and children to overcome challenges and heal from trauma. We integrate core values such as gratitude, respect, teamwork, compassion, and integrity, while also incorporating psychoeducation on mental wellbeing, daily living skills, social issues like justice and peace, and environmental awareness.

Some of the programme highlights are:

JANUARY

- Career Coaching through Board Games
- Spinal Flow
- Breaking Space
- Expressive Art



Expressive Art

FEBRUARY

- Social Emotional Learning
- Lunar New Year Celebration
- Sushi Making
- Commemoration of Total Defence Day



Social Emotional Learning

MARCH

- Leadership, Career & Worldview
- Explore Pulau Ubin
- International Women's Day
- Unveiling Potential Camp: Discovering the Depths Within



Explore Pulau Ubin

APRIL

- Forest Walk
- Recycling Day
- Foundress Day Celebration
- International Friendship Day Celebration



Forest Walk

MAY

- Community Service: HRHS
- CoachSG - Fun with Sports
- Psychoeducation Workshop: Boundaries vs Bullying
- Science Program: Newton Show
- Jujitsu Workshop
- Mother's Day Craft Workshop



Science Program: Newton Show

JUNE

- Nagomi Art Workshop
- Sports Carnival
- Visit to Hay Dairies
- Career Exploration at Airbus
- Musical Box Workshop
- Law Orientation
- Guided Canvas Painting
- Walking Tour at Chinatown
- Parenting Programme: The Good Touch & Bad Touch
- Excursion to Science Centre



Excursion to Science Centre

JULY

- Electrical Science Workshop
- Wellness Programme
- Community Service at Kwong Wai Shiu Hospital
- World Day Against Trafficking in Persons
- Racial Harmony Day



Wellness Programme

AUGUST

- National Day Celebration
- Saints Open House
- Japanese Summer Festival
- Drama Workshop



Drama Workshop

SEPTEMBER

- Value Formation
- Camp: Forming healthy relationships with others and with self
- Mid-Autumn Festival Celebration
- Inter-generational Fun Day
- Project Dawn: Mental Health Awareness



Value Formation

OCTOBER

- AIWM-Marymount Centre
- Charity Pickleball Tournament
- Children's Day Celebration
- Zentangle Art Workshop
- Deepavali Celebration
- Emotional Regulation Drill



Charity Pickleball Tournament

NOVEMBER

- Muay Thai Class
- Table Etiquette Workshop
- Visit to Peranakan Museum
- Batik Painting Workshop
- Learning Journey to Raffles Girls' School



Learning Journey to Raffles Girls' School

DECEMBER

- Bowling
- STEM Programme: How Aeroplanes Fly
- Christmas Celebration
- Cyber-Wellness Programme
- Guitar Workshop



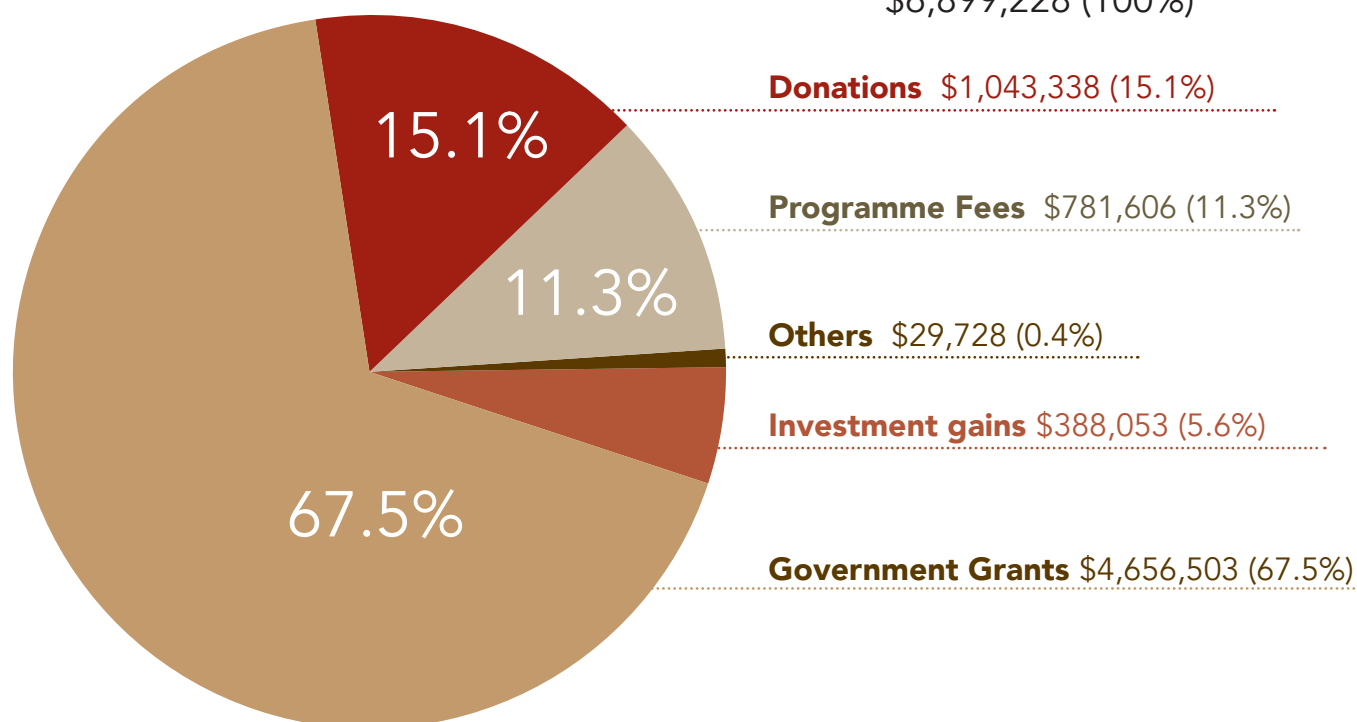
Guitar Workshop

FINANCIAL HIGHLIGHTS

INCOME

TOTAL INCOME

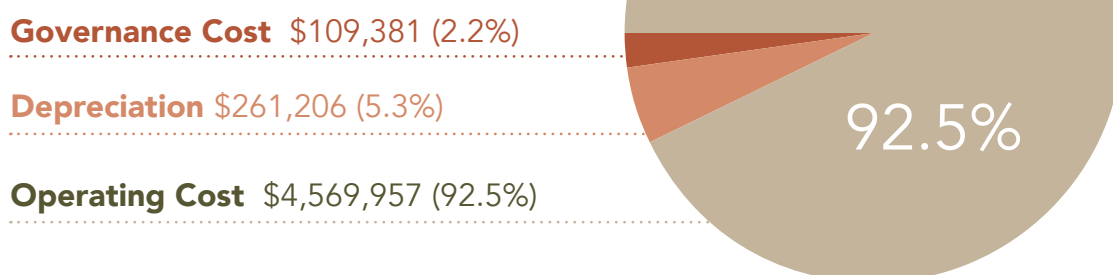
\$6,899,228 (100%)



EXPENSES

TOTAL EXPENSES

\$4,940,544 (100%)



AUDITED FINANCIAL STATEMENTS

Our audited financial statements for the financial years that ended on 31 December 2024 can be downloaded from our website: www.marymountctr.org.sg

FUNDING SOURCES AND RESERVES

We receive funding from the Ministry of Social and Family Development, Marymount Preschool and Good Shepherd Preschool and public donations. Residential care and student care participants may pay fees according to their family circumstances and ability to pay. For more information on our unrestricted and restricted funds, please refer to page 6 and Note 10 on page 22 of our Audited Financial Statements.

Our goal is to maintain our reserve funds at 2 years of overall operational expenditure. The Board regularly reviews the reserves policy.

THE YEAR AHEAD

OUR COMMITMENT

We will continue to empower vulnerable children and women through united purpose, high-quality services and collaborative partnerships.

FUNDRAISING AND SINKING FUND

We have established a Fundraising Committee dedicated to sustaining donor and volunteer engagement, driving fundraising growth, and strategically building our sinking fund to secure the long-term viability of Good Shepherd Place.

FUTURE PLANS AND COMMITMENTS

We will strive to expand and intensify our impact on the lives of vulnerable children and women by:

1

Empowering a united and high-performing team through open communication, collaborative information sharing and a shared sense of purpose.

2

Deepening our commitment to Trauma-Informed Care, striving to enhance and embed the Trauma-Informed Positive Behaviours Interventions and Supports (TI-PBIS) model across all our services.

3

Optimizing corporate support to fund digital solutions thereby increasing productivity and easing workload.

4

Emphasizing serving our beneficiaries with love and compassion.

5

Reinforcing environmental and social responsibility and strong governance across all our services.



GOVERNANCE EVALUATION CHECKLIST (Tier 2)

Based on the Code of Governance (2023)

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	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 <i>* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.</i>	2.3	Yes	2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	2

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	SCORE
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p> <p>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.</p>	2.6	Yes	2
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes	2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	2
13	<p>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.</p> <p>For all Board members:</p> <p>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.</p> <p>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).</p> <p>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.</p>	2.9a 2.9b 2.9c	Yes	2
14	<p>For Treasurer (or equivalent position) only:</p> <p>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.</p>	2.9d	Yes	2

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	SCORE
14	i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	2
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	2
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	2

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	SCORE
25	Set internal policies for the charity on the following areas and regularly review them: <ol style="list-style-type: none"> Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); Board strategies, functions, and responsibilities; Employment practices; Volunteer management; Finances; Information Technology (IT) including data privacy management and cyber-security; Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); Service or quality standards; and Other key areas such as fund-raising and data protection. 	4.4	Yes	2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	2
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	2
30	The charity should disclose the following in its annual report: <ol style="list-style-type: none"> Number of Board meetings in the year; and 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

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

TOTAL SCORE 76

PERCENTAGE 100%

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

