



Generating a Positive Impact

BOYS' TOWN
ANNUAL REPORT 2025

Overview

Boys' Town is a charity founded by the Montfort Brothers of St. Gabriel in 1948. We first began as a residential care for children in need after the war, imparting education to and providing shelter for them. Over the years, we have expanded into a social service agency providing a continuum of services for children and youth in need. Our services and programmes now include residential care, fostering, respite care, youth outreach, clinical intervention, adventure-based intervention and various mental wellness programmes under Our Milieu Project (OMP).

Boys' Town serves both boys and girls, from infants to young adults. We help children and youth from disadvantaged and disengaged families, who may have faced hardship resulting from difficult home situations, abandonment, and abuse. With over 77 years dedicated to the social mission, Boys' Town equips children and youth in need with the skills to become socially integrated, responsible and contributing members of society.

CHARITY TRANSPARENCY AWARDS

Boys' Town is a proud recipient of the Charity Transparency Award in 2022, 2023 and 2024, as a testament to our commitment towards transparency, accountability and good stewardship of our resources. The Charity Transparency Award recognises charities that have adopted good transparency standards. An initiative of the Charity Council, the award aims to promote good transparency and governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.



Boys' Town was founded in 1948 and was subsequently incorporated as a Company Limited by Guarantee and registered with Accounting and Corporate Regulatory Authority on 14 September 2015. We were also registered under the Charities Act since 3 February 2016 and received an Institution of Public Character (IPC) status since 15 February 2016.

Unique Entity Number	201534576H
IPC Period	Renewed in 2025, valid from 15/12/2025 to 14/10/2028
Registered Address	624 Upper Bukit Timah Road, Singapore 678212
Banker	Standard Chartered Bank
Auditor	RSM SG Assurance LLP
Website	www.boystown.org.sg
Facebook	Boys' Town (www.facebook.com/boystown.spore)
Instagram	@boystownsg
LinkedIn	Boys' Town (sg.linkedin.com/company/boystownsg)

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Mission

To help children and youth in need become socially integrated, responsible and contributing members of society.

Vision

A C.A.R.I.N.G milieu

Care and Concern

Adaptability

Responsibility

Integrity

Nurturing

Godliness

Objectives

To achieve our mission by providing the children and youth we serve:

- i. a nurturing and caring residential boarding environment conducive to their education and for their moral and social developments;
- ii. social work and counselling services;
- iii. general education in the academic and vocational realms and to prepare them for gainful employment and good citizenship; and
- iv. outreach, community and school-based programmes and services that would support the development of children and youth

Future Plans

Over the next five years, Boys' Town remains firmly committed to strengthening our role as a key service provider in Singapore's children and youth sector, particularly in addressing emerging and evolving needs. Our out-of-home care services will continue to be a cornerstone of our mission, with sustained focus on residential care, fostering, and short-term respite support to ensure that children and youth requiring safe and nurturing environments receive timely, holistic, and professional care.

Alongside this, Our Milieu Project (OMP) is an initiative involving interprofessional collaboration to promote the mental well-being of children and youth through community outreach programmes targeting mental health in Singapore. We will continue these outreach services including youth mental health support and innovative mental health programmes.

Community outreach will remain a strategic priority as we expand our engagement with youth through sports, arts, and interest-based platforms – creating meaningful avenues of connection, resilience-building, and early support. We will also strengthen specialised educational and therapeutic programmes for children and youth facing mental health and developmental challenges, ensuring integrated care that supports personal growth and social reintegration. Adventure-based and character-development initiatives will also continue to serve as vital experiential learning platforms for both our residents and students in schools.

As societal needs evolve, Boys' Town is committed to anticipating arising issues affecting children and youth in Singapore and responding with innovation, collaboration, and compassion. We will continue to review, enhance, and where necessary, expand our services to remain relevant, resourceful, and mission-driven and ensuring that every client entrusted to our care is supported, empowered, and given the opportunity to thrive.



Chairman's Message

When I reflect on 2025, what comes to mind are not just Boys' Town's milestones or achievements, but the stories of the children and youth we serve.

This year, our theme *Generating a Positive Impact* reminds me that impact is rarely loud or dramatic. Often, it is found in small but meaningful breakthroughs — a youth choosing to return to school, a family rebuilding trust, or a foster child finally feeling safe enough to call a place “home”. These moments may seem quiet, but they are powerful.

For more than seven decades, Boys' Town has remained committed to walking alongside children and youth through some of the most difficult seasons of their lives. While the challenges they face continue to evolve, our mission remains the same: to provide care, guidance and opportunities that enable them to grow into socially integrated, responsible and contributing members of society.

In 2025, we celebrated two significant milestones. Boys' Town YouthReach marked its 15th Anniversary, commemorating our efforts in outreach, building trust with youths, and journeying with them through complex circumstances. I have seen firsthand how consistent mentorship and guidance can redirect a youth towards hope and purpose.

We also celebrated the 10th Anniversary of our Fostering Services. Behind this milestone are foster families who have opened their homes and hearts, offering stability, love and belonging to children in need. They remind us that positive impact begins with individuals who choose to care.

At Boys' Town, our Organisational Value Proposition (OVP) begins with our people. We provide meaningful growth and opportunity through ongoing development and support, a fulfilling experience that enables purposeful service, and a family-oriented work culture that nurtures and uplifts one another. By investing in their growth and well-being, we strengthen our collective ability to create lasting impact. Impact begins from within.

None of what we do is possible alone. I am deeply grateful to our donors, volunteers, and partners for your steadfast support and trust. Your generosity strengthens our programmes and extends our reach, enabling us to serve more children and families each year.

To our Board and dedicated staff, thank you for your wisdom, professionalism, and unwavering commitment. And to the children, youth and families who journey with us, thank you for your resilience and courage. You inspire me and all of us at Boys' Town every single day.

As we look ahead, we will continue generating a positive impact together — one life at a time, one family at a time, and one community at a time.

God Bless,

Mr Bruno Lopez

Chairman
Boys' Town Board of Directors



Board of Directors

The members of the Board of Directors are business professionals and community leaders who provide directional leadership on strategic planning, public relations, fundraising and development of resources to strengthen Boys' Town's ability to serve. They render their services on a voluntary basis and are not remunerated.



Mr Bruno Lopez



Bro Dominic Yeo Koh



Mr Gabriel Khoo



Mr Edmund Lim



Mr Leon Ng



Mr Bonaventure Lek



Mr Ian de Vaz



Ms Valerie Tay



Ms Irene Clare Chiam



Mr Andre Arul



Mr Philip Yeap



Mr Bernard Lim

S/N	Name & Date of Appointment	Board Appointment	Occupation	Board Meeting Attended in 2025
1.	Mr Bruno Lopez 23 Apr 2020	Chairman Member – 1. Human Resource Committee 2. Appointments Committee	Group Chief Executive Officer ST Telemidia Global Data Centres Pte Ltd Experiences with Other Charities • Board Member, St Gabriel's Foundation	4/4
2.	Bro Dominic Yeo Koh Tuan Kiok 1 May 2015	Chair – 1. Case Review & Programmes Committee 2. Appointments Committee Member – Estate & Building Committee	Supervisor of Schools Montfort Brothers of St. Gabriel Experiences with Other Charities • Board Member, St Gabriel's Foundation • Board Member, Montfort Care	4/4
3.	Mr Khoo Kian Teck Gabriel 1 Apr 2019	Chair – Finance Committee (until March 2025) Member – Finance Committee	Financial Professional	4/4
4.	Mr Edmund Lim Kim San 27 Jun 2019	Chair – Investment Committee Member – 1. Audit & Compliance Committee 2. Fundraising Committee 3. Appointments Committee	CEO Matrix Advisors Pte Ltd Experiences with Other Charities • Member, Catechists in Holy Trinity Church	4/4
5.	Mr Ng Koh Wee Leon 2 Jan 2018	Member – 1. Audit and Compliance Committee 2. Investment Committee 3. Estate & Building Committee 4. Case Review and Programmes Committee	Former Chief Information Officer Experiences with Other Charities • Board Member, YMCA Singapore • Volunteer, Catholic Welfare Services Medifund Committee	4/4
6.	Mr Bonaventure Lek 23 Jul 2020	Chair – Estate & Building Committee Member – Finance Committee	Former Deputy General Manager	3/4
7.	Mr Ian de Vaz 23 Jul 2020	Chair – Audit and Compliance Committee	Partner Wong Partnership LLP	3/4
8.	Ms Valerie Tay Kay Hwee 21 Oct 2021	Chair – Fundraising Committee Member – Case Review & Programmes Committee	Manager Director Asia Sky Aviation Leasing (Singapore) Pte. Ltd. VP Marketing & Head of North Asia (wef 1 Dec 2025) Aircraft Leasing Company (“AviLease”)	3/4
9.	Ms Chiam Peng Kee, Irene Clare 20 Oct 2022	Chair – Human Resource Committee Member – Case Review & Programmes Committee	Business Professional and CEO	4/4
10.	Mr Andre Ravindran Saravanapavan Arul 20 Oct 2022	Member – 1. Finance Committee 2. Fundraising Committee	Managing Partner Arul Chew & Partners	4/4
11.	Mr Yeap Beng Swee, Philip 26 Jan 2023	Member – 1. Fundraising Committee 2. Human Resource Committee	Marketing Vice President Red Hat	2/4
12.	Mr Bernard Lim Aik Kwang 17 Apr 2023	Chair – Finance Committee (wef Apr 2025) Member – Investment Committee	Senior Partner SAC Capital Private Limited	4/4

Senior Management

NAME & DESIGNATION

BRIEF INTRODUCTORY PROFILE

Dr. Roland Yeow

Executive Director

Appointed on 1 September 2018

Dr. Roland Yeow holds a Doctorate in Management, specialising in Organisational Learning, Development and Non-Profit Management. He is also a graduate of the Harvard Business School Executive Education.

He is a former resident of Boys' Town. After leaving Boys' Town, he furthered his education at the Institute of Technical Education before entering university to pursue a degree in engineering. He worked in the technical and training consultancy sector before returning to Boys' Town as a youth worker in 2004, and has since risen through the ranks over the years.

Dr. Adrienne Sng

Director

Clinical Services

Appointed on 1 January 2018

Dr. Adrienne Sng earned her Doctor of Philosophy (Health) and Master of Clinical Psychology from James Cook University, where she was an academic medal recipient.

Dr. Sng is a clinical psychologist who has more than 22 years of experience working with children, youth and families in Boys' Town. She provides strategic leadership across four key clinical services including Adventure Centre, Clinical Intervention Centre, YouthReach and Sanctuary Care.

Dr. Sng holds several additional portfolios, including Chairman of Internal Audit and Governance, Practice Research Advocate, and Chief Strategic Developer of children and youth mental health programmes. She also oversees critical committees such as the School of Purpose (S.O.P) and Our Milieu Project (OMP).

As an NCSS Social Service Fellow, she contributes her expertise to the NCSS Leadership Selection Panel (SunRay Programme and NCSS Scholarship) and serves on the Board of New Life Community Services.

Mr Trevor Chan

Director

Community Partnerships & Marketing

Appointed on 1 January 2023

Mr Trevor Chan graduated from the National University of Singapore with a Bachelor of Science in 1987 and worked in the commercial sector for many years before joining Boys' Town in 2013.

He is responsible for the Community Partnerships and Marketing departments at Boys' Town. His other responsibilities include providing leadership support to the Volunteer Management Committee and the Marketing Committee.

Mr Ong Teck Chye

Assistant Director,

Residential & Fostering Services

Appointed on 1 January 2020

Mr Ong Teck Chye graduated from the National University of Singapore with a Bachelor of Arts and Social Sciences (Social Work) in 2006. Since his graduation, Teck Chye has dedicated his career working with children and youth.

Currently, he oversees the management and operations of Boys' Town's Residential Services and Fostering Services.

Ms June Eng

Assistant Director

Corporate Services

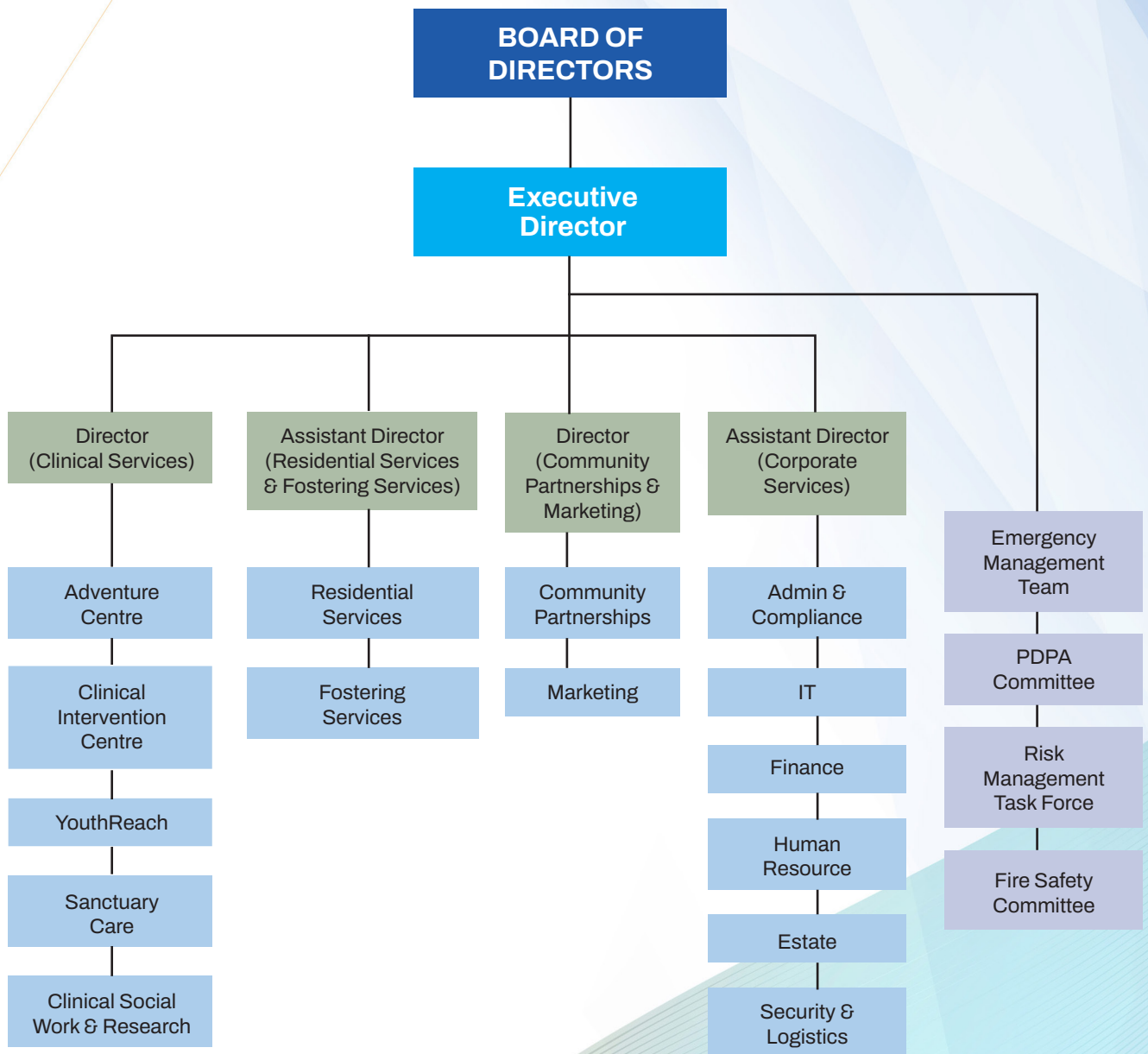
Appointed on 1 January 2020

Ms June Eng holds a Master of Management (Non-Profit Management) and a Bachelor of Arts in Business and Human Resource Management.

She began her journey with Boys' Town in 2015 as a Human Resources Manager — a pioneering member of a newly established Corporate Services (CS) division to restructure internal support systems.

In 2019, she became the first Head of CS and, shortly thereafter in 2020, assumed the responsibilities of an Assistant Director.

Organisational Chart



Key Milestones

1936

The Montfort Brothers of St. Gabriel arrived in Singapore. They are a Catholic institution formed by religious brothers who have dedicated their lives to providing education and empowering youth, particularly those who are poor and marginalised.



Boys' Town was founded by Brother Vincent, with the support of Mr William Thomas McDermott, an Australian businessman and philanthropist. It took over the grounds of St. Joseph's Trade School and Orphanage, and started caring for orphans and poor children who were victims of World War II.

1948

1955

Boys' Town's facilities were expanded with the construction of a new administrative building and dining hall.



1960

Programmes were set up to teach the boys leadership skills and responsibility. They were given opportunities such as operating the canteen for residential boys and managing the Boys' Town radio station.

1985

Brother Dominic Yeo Koh established the Social Work Department to provide professional support for the boys' well-being.



*stock image used

1999

Brother Emmanuel, our longest serving Director General of Boys' Town, stepped down after 30 years. He was succeeded by Brother Dominic Kiong.

Boys' Town appointed its first lay Executive Director, Ms. Irene Loi, marking a shift in its leadership paradigm.

An alternative schooling programme was formed to support boys with different learning needs and to provide them with a home-schooling environment at Boys' Town.

The Clinical Intervention Centre, with an in-house psychologist and therapist, was established to support children and youth through psychological interventions. It helps clients express their feelings and understand what they are going through.

2007

2009

2010

Boys' Town launched the YouthReach centre at Tampines, an outreach programme in partnership with Catholic Welfare Services. YouthReach helps vulnerable youths engage in meaningful activities, provides counselling, and conducts street outreach and home visits.

2011

Boys' Town was awarded the Non-Profit Organisation of the Year (Philanthropy Management) by the National Volunteer & Philanthropy Centre for its best practices in donor management, fundraising, and financial management and accountability among non-profit organisations in Singapore.

2013

Boys' Town celebrated the official opening of its new building, becoming an integrated centre for children, youth, and families. With the new facilities, Boys' Town brings together a multi-disciplinary team comprising psychologists, counsellors, social workers, teachers and programme supervisors to provide one-stop, coordinated care for its clients.



*stock image used

Boys' Town was appointed by the Ministry of Social and Family Development to set up a fostering agency to recruit and support foster parents in caring for vulnerable children.

2015



*stock image used

Boys' Town launched a new service, Sanctuary Care, a community-based respite care service to provide short-term care and shelter to infants and young children whose families are facing crises and need assistance.

The Boys' Town Adventure Centre was launched, providing adventure therapy to promote positive behavioural change in clients, as well as climbing and outdoor programmes for schools and companies.

2016

Therapeutic Group Home (TGH) was introduced as a new programme under Residential Services. TGH provides intensive therapeutic treatment for youths who have faced significant trauma resulting from abuse and neglect.

2017

2018

Boys' Town celebrated its 70th anniversary with an Open House and invited community partners and stakeholders to this special occasion. It was also the official launch of the Boys' Town Adventure Tower.

Boys' Town appointed Dr. Roland Yeow as its first Executive Director who was a former residential boy. This is a testament to the value of its social mission in supporting children and youth.



2019

The Boys' Town Family Fiesta 2019 was graced by President Halimah Yacob. During the event, Boys' Town also launched its key services logos.



Boys' Town responded with resilience to the COVID-19 pandemic – we set up appropriate safety measures and adapted to the pandemic by finding new ways to continue our service delivery. This included our Residential Services adjusting to meet clients' needs without staying on campus, shifting to provide counselling services online, ramping up digital capabilities for home-based learning, and expanding our youth outreach to the digital space.

2020

Boys' Town initiated a pilot service, Our Milieu Project, focusing on the need to teach and support vulnerable children and youth on mental health and well-being, and educate families and the community on these issues. It involves the interprofessional collaboration of experts in children and youth work.

2022

2023

Boys' Town commemorated its 75th anniversary with a series of activities, from celebrating with President Halimah Yacob at the Family Fiesta to organising our 75th Anniversary Charity Dinner with Minister Desmond Lee as our Guest-of-Honour.

In recognition of our good transparency standards, Boys' Town received the Charity Transparency Award from the Charity Council in 2022, 2023 and 2024.



Boys' Town celebrated the 10th Anniversary of our Fostering Services, recognising a decade of supporting foster families and providing safe, stable homes for vulnerable children.

It also marked the 15th Anniversary of YouthReach, commemorating our efforts in outreach, building trust with youths, and journeying with them through complex circumstances.

2025

Environmental, Social and Governance Report

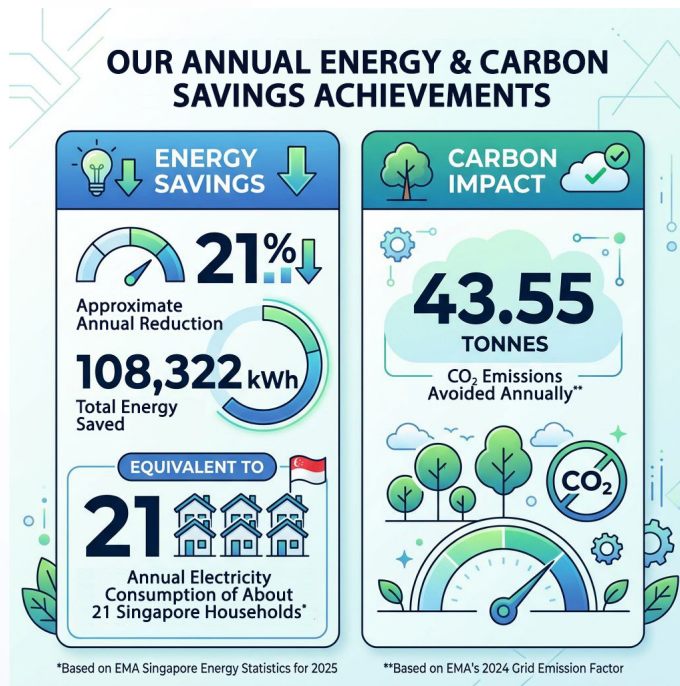
Our Commitment to Environmental, Social and Governance Pillars

Environmental

Boys' Town is committed to environmental sustainability by actively integrating green practices into our operations and promoting eco-conscious behaviours among staff and stakeholders. We seek to reduce our environmental footprint, optimise energy usage, and foster a culture of sustainability, while exploring innovative solutions that benefit both our organisation and the wider community.

- Solar Energy System**

In partnership with Sembcorp's Energy for Good Fund, Boys' Town joined the Solarisation Programme to install a 95kWp solar energy system on our roof. This initiative has significantly reduced our environmental footprint:



- Toggle Switch for Air-Conditioning System**

Boys' Town has implemented automated air-conditioning controls that switch off units after a preset time. This reduced unnecessary energy consumption, minimised wear and tear on A/C systems, and promoted responsible energy use.

- Upcycling & Biodiversity Initiatives**

Our Corporate Services team participated in an Upcycling Workshop to promote waste reduction by repurposing materials and fostering a circular economy mindset. They also attended a guided tour at the Botanic Gardens, which educates participants on biodiversity, sustainable gardening, and the adoption of eco-friendly habits.

- Sustainability Workshops & Learning Visits**

Our Corporate Services team organised a GenAI x ESG session to explore how technology can support sustainability efforts. The team also conducted learning visits to corporate partners, including Lenovo and Singapore Pools, participating in their sustainability workshops to gain insights on embedding ESG practices more meaningfully into our operations.

Social

Boys' Town is committed to social sustainability through its mission of serving children and youth from disadvantaged and disengaged families, as well as supporting the well-being of our staff and the wider community. We aim to empower children and youth in need to become socially integrated, responsible, and contributing members of society, while fostering a positive and engaging workplace culture.

- In 2025, Boys' Town supported over **2,200 beneficiaries** through our six children and youth services.
- **Community Programmes:** Boys' Town delivered services and outreach initiatives to support children and youth, including mentoring, educational support, and social integration programmes.
- **Safeguarding & Protection:** As we scale our services, Boys' Town continues to uphold strict safeguarding protocols, including mandatory background screening for staff and volunteers, structured incident reporting frameworks, and security oversight measures to ensure the safety and well-being of the children and youth in our care.
- **Top Employer Award:** Boys' Town was recognised by Influential Brands as a Top Employer in 2025, reflecting our focus on staff well-being, engagement, and great workplace culture.
- **Staff Development & Training:** Boys' Town conducted regular training programmes and workshops to enhance skills, professional growth, and workplace competencies. This built organisational capability and supported staff's career progression.
- **Employee Engagement Initiatives:** Boys' Town organised activities and wellness programmes such as Staff Retreats, Fruit Day and Massage Day to promote team bonding, mental well-being, and work-life balance. This improved employee engagement and fostered a supportive work environment.

Through these initiatives, Boys' Town continues to strengthen its impact on both staff and the communities we serve, ensuring that social responsibility remains at the heart of our mission. Please refer to Page 23 for our programmes and services for the community.

Governance

Our dedication to fulfilling our governance responsibilities includes clear processes and procedures for internal operations, to build trust and confidence in our internal and external stakeholders, from our beneficiaries, to donors, volunteers and supporters.

Board Governance

- **Policy for Board Selection and Recruitment**

The Appointments Committee assists the Board of Directors in fulfilling its responsibilities for corporate governance (including compliance with relevant corporate governance requirements prescribed by regulators), and the nomination of Board members for appointment and/or re-appointment.

- **Process of Board Re-Nomination and Re-Appointment**

The Appointments Committee explores the re-nomination and re-appointment of the eligible Board member(s). The considerations include the tenure of service, expertise and professional needs in accordance with the Board and the specific committee. All re-nominations and re-appointments are then presented to the Board for final approval and re-appointment.

- **Policy for Training and Evaluation of Board Effectiveness**

All newly appointed Board members will go through an orientation provided by the Human Resource Department and the Executive Director. The orientation will cover the organisation's mission, key programmes and services, organisational culture, manpower structure, and overall governance framework.

More specific training programmes with regards to Board governance and other Board related strategies, learning and training will be nominated by the Executive Director. All Board members are encouraged to attend these trainings with attendance taken in reference to the types of specialisations and training conducted.

A Board evaluation is conducted and presented to the Board on an annual basis.

- **Brief Description of Process of Evaluation of Board Performance and Effectiveness**

A self-evaluation on Board effectiveness is done annually during a Board meeting. The process includes an individual evaluation by filling up a Board effectiveness checklist.

The consolidated results are presented during a subsequent Board meeting and shared with all Board members. Results are also shared with the executive management where relevant, such as where it pertains to Boys' Town's strategic direction, and the Board's relationship with the executive management. Feedback and areas of improvement are identified for follow-up. The entire process is conducted in a transparent manner and detailed information is consolidated for future Board review.

- **Disclosure of Board Members' Tenure**

There are no Board members who have served on the Board for more than 10 consecutive years. The only exception is Brother Dominic Yeo Koh, a Religious Brother and representative of the Montfort Brothers of St. Gabriel, the founders of Boys' Town. The Board recognises the importance of maintaining representation from the founding members, the Montfort Brothers of St. Gabriel, which is currently limited by the number of available and suitable representatives. Therefore, Brother Dominic Yeo Koh's continued service beyond the standard tenure supports the continuity of the organisation's founding principles, ethos, and guiding philosophies.

- **Key Points of the Terms of References of the Board**

Boys' Town abides by the terms and conditions as listed in our Memorandum and Articles of Association as a registered Charity (an approved Institution of a Public Character) under the Charities Act. The Board has set up several committees to look at various areas or functions of work and there are comprehensive terms of references associated with each Board committee. Any amendments made are recorded for future reference.

1. The **Appointments Committee** assists the Board in fulfilling its responsibilities for corporate governance (including compliance with relevant corporate governance requirements prescribed by regulators), and the nomination of Board members for appointment and/or re-appointment.
2. The **Audit & Compliance Committee** assists the Board to enable the Board to fulfil its responsibilities for financial reporting, external and internal auditing matters, and internal controls.

The Committee also helps Boys' Town to improve its processes, procedures, to identify and review significant enterprise risks and generally, to strengthen its internal controls and compliance with applicable laws, rules, regulations and standards in order to safeguard Boys' Town's assets and reputation.

3. The **Case Review & Programmes Committee** assists the Board in fulfilling its responsibilities for governance of programmes developed and implemented, ensuring the services and programmes align with the organisation's strategy, mission, and risk appetite. It includes approving frameworks for outcomes measurement, and reviewing performance dashboards and evaluation findings to drive continuous improvement. This committee further provides critical oversight on incident management, ensuring quality service and supervision provided to the clients of Boys' Town.
4. The **Estate & Building Committee** assists the Board in fulfilling its responsibilities to ensure smooth operations, maintenance, servicing and enhancement (if necessary) of the building.
5. The **Finance Committee** assists the Board to provide financial oversight to achieve responsible and prudent financial management and compliance with prevailing laws and regulation.
6. The **Fundraising Committee** assists the Board in fulfilling its fundraising responsibilities, including reviewing the strategy. The Committee oversees the organisation's overall fundraising strategy and activities, such as reviewing the general strategy and fundraising plan, leading certain types of outreach efforts, monitoring fundraising efforts, ensuring ethical practices are in place, appropriately acknowledging donors, and ensuring fundraising efforts are cost-effective.
7. The **Human Resource Committee** assists the Board in fulfilling its responsibilities in reviewing human resource policies for Board approval, reviewing of Senior Management's job descriptions, salary structure, reviewing staff salaries annually, and reviewing the benefits package.
8. The **Investment Committee** assists the Board in fulfilling its responsibilities of strategising, identifying, evaluating and making investment decisions, monitoring and managing a portfolio of investments to optimise Boys' Town's risk adjusted returns on its investments.

Conflict of Interest

- **Disclosure of Remuneration and Benefits Received by the Board**

Board members do not receive any remuneration.

- **Process of Setting Remuneration of Key Staff**

The key staff are not involved in setting their own remuneration, and their salaries are approved by the Board.

- **Management of Conflict of Interests**

Our conflict of interest policy is based on National Council of Social Service (NCSS) guidelines. All employees, key management personnel and Board members of Boys' Town are required to make full disclosure of any interest, relationships and holdings that could potentially result in a conflict of interest on an annual basis or whenever there are updates. When a situation with a conflict of interest arises, the conflicted party shall abstain from participating in the discussion and decision-making of that matter.

- **Whistle-Blowing Policy**

The Board has set in place a whistle-blowing policy which is disclosed on the Boys' Town website.

- **Anti-Money Laundering and Terrorism Financing Policy**

Boys' Town maintains robust financial controls to ensure the appropriate use and lawful origin of all funds, and promotes transparency in all its activities.

These controls are designed to mitigate financial crime risks, such as money laundering and terrorism financing.

To this end, Boys' Town regularly reviews and updates its internal controls, policies, and procedures related to anti-money laundering (AML) and countering the financing of terrorism (CFT). Comprehensive risk assessments are conducted on key programmes and other areas of financial risk associated with AML and CFT. In 2025, Boys' Town conducted an AML workshop for staff, providing practical training through quizzes and case studies to strengthen awareness and application of AML principles.

Human Resource Management

- **Disclosure of Annual Remuneration of the Three Highest Paid Staff Who Each Receives More Than \$100,000**

Remuneration of Top 3 Executives Salary Band for 2025:

\$100,000 to \$200,000 – 2

\$200,000 to \$300,000 – 1

The three highest paid staff do not serve as governing Board members of the charity.

- **Loans (Internal, Related and External Parties)**

Boys' Town does not provide loans to any parties, internal, related or external.

- **Disclosure of Paid Staff Who Are Close Members of the Family of the Executive Director or Board Members, and Whose Remuneration Each Exceeds \$50,000 During the Year**

There are no paid staff who are close members of the family of the Executive Director or Board members.

- **Volunteer Management Policies/Processes**

Volunteers are an important part of the Boys' Town family, and there are various opportunities for volunteering with our different services.

Signing Up: Interested volunteers are welcome to express their interest on our website's Online Volunteer Application Form. We have a volunteer management team that reviews the needs of our direct services to match volunteers to.

Screening: All volunteers supporting in roles that involve direct interaction with our clients are sent for a mandatory security screening conducted by the Ministry of Social and Family Development (MSF). Volunteers will only be deployed when they have cleared the security screening process.

Induction and Training: Volunteer induction is conducted by the respective services' volunteer managers. Where applicable, volunteers may be provided with training to help them perform their roles effectively. Our staff will also provide guidance to volunteers where applicable.

Financial Management and Internal Controls

- **Procedures for Key Financial Matters**

There are policies and procedures in place for procurement, purchases and payment, including approval limits and delegation of authority matrices.

- **Budget Review, forecast and Financial Statements**

The Finance Committee reviews the Boys' Town's annual budget prepared by management, for approval by the Board and monitors the budget on a quarterly basis.

Where there are significant variances from the budget, the committee will seek clarifications and explanations from management.

The audited financial statements are reviewed by the Audit Committee, ensuring transparency for the benefit of all stakeholders.

- **Level and Purpose of Reserves**

The Board periodically reviews the amount of reserves that are required to ensure that they are adequate to fulfil Boys' Town's continuing obligations.

1) Level of Reserves

Boys' Town shall maintain a reserve of not more than 3 years of our annual operating expenditure. This amount can be revised through a Board resolution.

2) Purpose of Reserves

The purpose is for the reserves to sustain the operations and meet our service obligation.

- **Level and Purpose of Designated Funds**

The level of designated funds is maintained based on the requirement of the designated projects. The purpose of designated funds is to sustain the designated projects.

- **Reserves Ratio**

Boys' Town's reserves ratio for the year 2025 is 1.32.

- **Disclosure of the Purpose, Amount and Planned Timing of Use for Restricted Funds**

The restricted funds are managed in compliance with the specified purpose intended by the funders.

These funds are used with approval from the Board based on the proposal by the Executive Director and is to be used only based on the approved amount within the financial year or approved designated period.

Fundraising Practices

- **Disclosure of the Nature, Purpose and Amount of Funds Received in 2025:**

The nature and purpose of funds are as follows (refer to audited financial statements published separately):

(i) Donations in cash (solicited/unsolicited):

This fund is used for daily operations as well as sustaining of the organisation in terms of infrastructure, corporate development, manpower, programmes and services related to the mission.

(ii) Sponsorships:

This fund is used to support identified clients. Sponsorships may include expenditure of residential youth and other clients for purposes such as school fees, educational needs and living expenditures.

(iii) Grants:

This fund is used for programmes and services. It includes grants from the government, foundations and other individual donors that have specified their support of a specific programme and/or service.

(iv) Others:

This fund includes fees charged from counselling or adventure-based services provided to identified clients. These funds are used to support manpower expenditure and other programme expenditure on an annual basis.

- **Disclosure on Information on Fundraising Events**

Please refer to Page 44 under the Community Partnerships section.

- **Fundraising Efficiency Ratio**

The fundraising efficiency ratio is 11.53%. For more information regarding fundraising activities, please refer to Page 44 under the Community Partnerships section.

Auditor's Report

Please refer to the published financial statements for the auditor's opinion.

Personal Data Protection Act (PDPA) Committee

- The purpose of the PDPA Committee is to ensure Boys' Town complies with the Personal Data Protection Act and fulfils its obligations in handling personal data related to clients, donors, supporters, volunteers, and employees.

- The Committee is responsible for:
 - a. Developing and implementing data protection policies while promoting good practices among employees through regular reviews;
 - b. Conducting risk assessments to identify potential data privacy risks;
 - c. Establishing data breach management and mitigation plans to respond effectively to incidents;
 - d. Providing guidance on personal data management to minimise risks related to data breaches or non-compliance; and
 - e. Conducting staff training to raise awareness and ensure proper handling of personal data.
- The Committee also maintains the CSA Cyber Essentials Mark (CEM) and Data Protection Essentials (DPE) certifications and applies structured access controls, vendor due diligence checks, and incident response protocols to safeguard sensitive data. The organisation continues to strengthen its digital governance framework in line with evolving regulatory expectations.
- The Committee is committed to upholding Boys' Town's PDPA compliance and building trust with stakeholders who engage with and support the organisation.

Risk Management Task Force (RMTF)

- A Risk Management Task Force has been formed to evaluate operational and financial risks related to Boys' Town. This is carried out on a monthly basis according to the needs of specific departments. Proper documentation and reviews are provided. A Board member is present during this review.

Fire Safety Committee

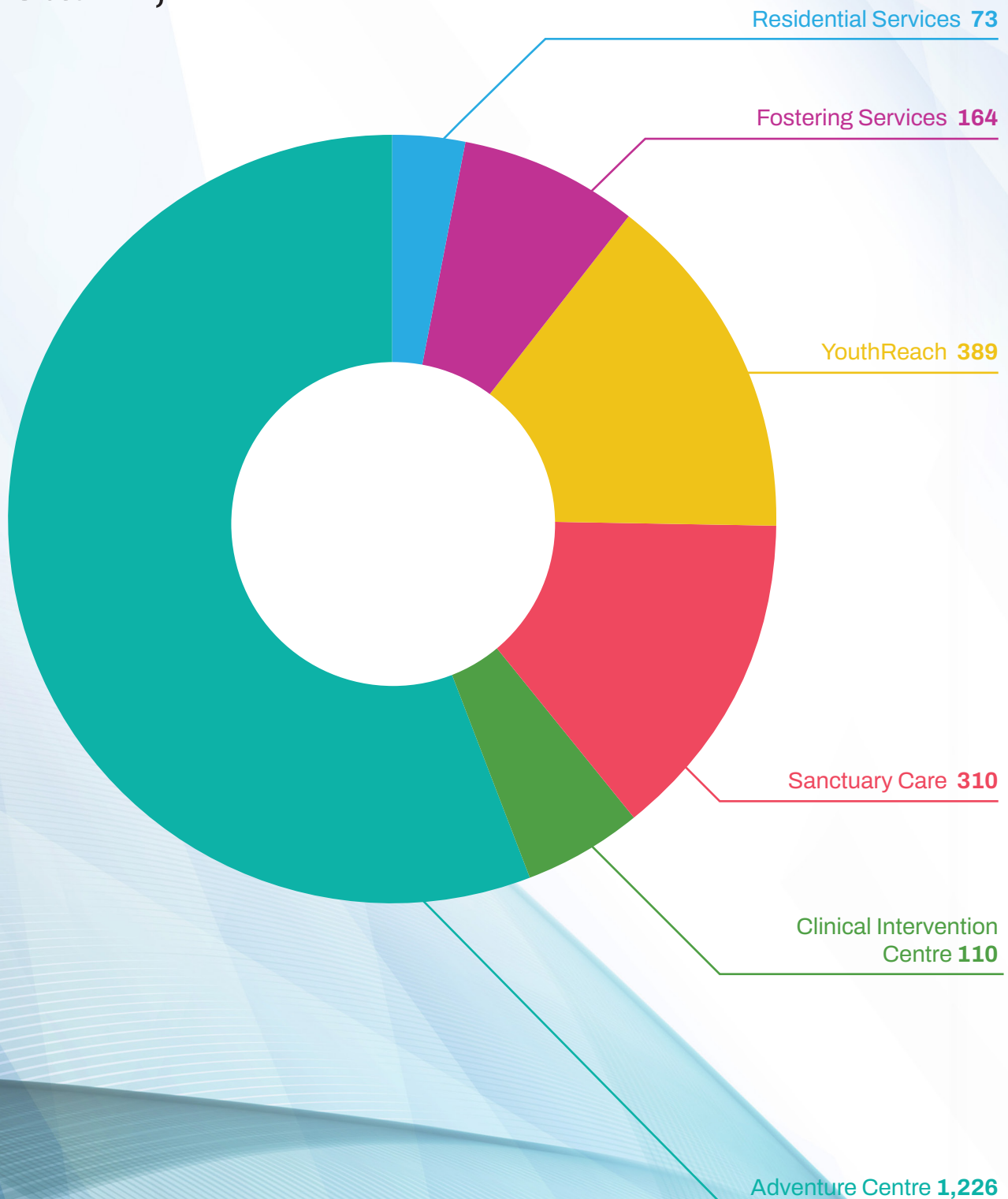
- The purpose of a Fire Safety Committee is to ensure the safety and well-being of all employees, clients, and visitors by preventing fire-related incidents and ensuring preparedness in case of emergencies. The committee will develop and implement fire safety policies and procedures to minimise fire risks, conduct regular fire safety inspections, organise quarterly fire drills and ensure compliance with SCDF regulations.

Emergency Management Team (EMT)

- The purpose of EMT is to ensure Boys' Town is prepared for, can respond to, and to recover from various emergencies and disasters.
- The EMT will also coordinate activities in preparation for any emergency according to emergency management plans, including table-top exercises to prepare staff and clients for emergency situations.

Overall Clients Served by Our Key Services in 2025

Total: 2,272*



*Not including 10,812 people that OMP reached out in the community.



Residential Services

Boys' Town Residential Services provides residential care for male clients aged 10 to 21. It comprises 4 units to provide specific, tailored care for each group of clients, based on their age and required interventions, care, and attention.

1. Shelter (Junior and Senior) units serve boys aged 10 to 16 who are referred to Boys' Town due to concerns about child welfare and protection at home. They usually come from abusive or neglectful family backgrounds, and some may also be facing social or economic difficulties at home. The Shelter seeks to provide residents with a safe and nurturing environment through trauma-informed practices.

2. Group Home unit cares for boys aged 13 to 16 who are under the Family Guidance Order or a Probation Order. In addition, some of the Group Home boys are older Child Welfare cases who come from disadvantaged backgrounds and tend to face educational or behavioural issues. Group Home adopts a mentoring model of care where each resident is paired with a staff as a mentor figure.

3. Therapeutic Group Home unit cares for boys aged 12 to 17 who are diagnosed with Complex Trauma. They exhibit severe emotional and behavioural dysregulation, which affects their daily functioning. Using Trauma Systems Therapy as the model of care, each resident will be served by a clinical team comprising a psychologist, social worker and primary staff. The unit also has a smaller staff-to-client ratio, as the boys require more intensive supervision and care.

4. Hostel unit provides shelter for older boys aged 17 to 21 who need residential care without other family support. The youths require a place to stay as they pursue their tertiary education, employment or while serving in National Service. The boys are taught independent living skills such as employment, financial management, and daily functioning through monthly individual and group sessions with their assigned social workers.

STATISTICS

73

Clients Served

18

Clients Admitted

23

Clients Discharged

IMPACT

86% Of residents showed an improvement in their social and emotional functioning.

85% Of residents achieved successful reintegration to their families or independent living.

Key Programmes 2025

A Day of Thrills and Laughter at Universal Studios Singapore!

17 June 2025



Excitement filled the air as the residential boys enjoyed a day at Universal Studios Singapore (USS). From heart-racing rides to laughter echoing through the park, it was a day to remember. For some boys, it was their very first visit to USS and whether they were braving rollercoasters or snapping photos with beloved characters, everyone left with wide smiles, full hearts, and memories to last a lifetime. A heartfelt thank you to our generous donors, Ms Nuraliza Osman and friends, for making this experience possible for our residential boys.

SG60 National Day Preview: A Celebration of Pride and Unity

21 June 2025

With hearts full of excitement and pride, the residential boys had the incredible opportunity to attend the National Day Parade (NDP) rehearsal — a special preview of Singapore's grand SG60 celebration. The atmosphere was filled with energy as they watched dazzling performances, stunning aerial displays, and powerful moments that told the story of Singapore's resilience and unity. A highlight for the boys was seeing Boys' Town featured in a heartfelt segment, sparking a deep sense of pride and connection.



Therapy Dogs Singapore

9 September 2025

Boys' Town hosted a one-hour dog therapy session conducted by volunteers from Therapy Dogs Singapore. Our residential boys had the opportunity to interact with the therapy dogs, learning about responsible pet care while engaging in guided play activities that promoted relaxation, empathy, and positive social interaction.



The session provided a refreshing and therapeutic experience, with many of our residential boys displaying enthusiasm and openness throughout the programme. Overall, the activity offered both emotional benefits and meaningful learning in a respectful and inclusive environment.

Family Day/Christmas Celebrations 2025

13 December 2025

Held on 13 December 2025 at Boys' Town, the Family Day/Christmas Celebrations brought our residential boys, families, staff, and volunteers for a morning of meaningful engagement and festive bonding. The event aimed to strengthen family relationships and foster a sense of belonging in a safe, supportive environment. Through activities, food and a collaborative fashion parade, the event encouraged teamwork and joyful shared experiences.

With approximately 120 attendees, the event closed the year on a joyful and affirming note.



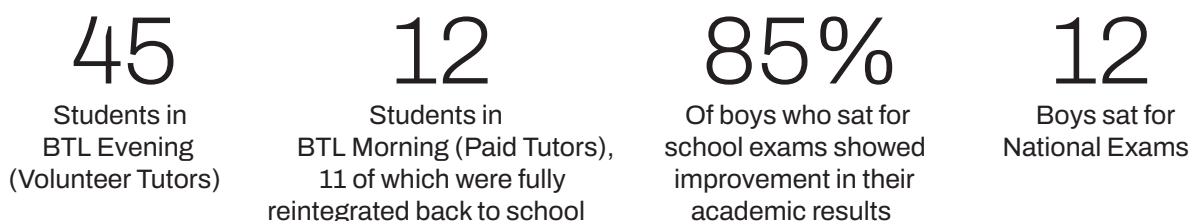
Boys' Town Learning (BTL)

Boys' Town Learning comprises two components: BTL Morning (Paid Tutor) and BTL Evening (Volunteer Tutors).

The BTL Morning (Paid Tutor) sessions are held on Mondays to Fridays, catering to our residential boys who are temporarily removed from mainstream schools. The sessions aim to keep the boys academically engaged and facilitate a smoother reintegration into school upon their return. Lessons are taught according to the Ministry of Education (MOE) school syllabus, covering subjects such as: English, A Mathematics, E Mathematics, Physics, Chemistry, and General Science. The sessions are conducted by MOE-certified tutors with a 1:4 teacher-to-student ratio per class.

The BTL Evening (Volunteer Tutors) sessions are held on Mondays to Wednesdays, catering to residential boys across primary and secondary levels. The sessions provide academic support based on their learning needs in the various subjects. The sessions are taught by professionals and current NTU students.

STATISTICS & IMPACT



100% Pass rate for the National Examinations, with all 3 boys who took their N Level examinations progressing to tertiary education at the Institute of Technical Education.

3 out of 4 Boys who took their O Level examinations: 3 progressed to Polytechnics, and 1 advanced to Junior College.

FROM STRUGGLE TO STRENGTH

The Struggle for Belonging

Before arriving at Boys' Town, Tim* lived in an environment where chaos was the norm. Home offered no safety, and school provided little support. Without consistent guidance, Tim struggled to communicate with authority figures, often responding with aggression and finding it difficult to build healthy relationships. In search for acceptance, he gravitated towards peers who encouraged risky and antisocial behaviours – truancy, smoking and other negative influences. With no one to help him set boundaries or make better choices, Tim felt powerless to resist the pull of these harmful activities.

Eventually, Tim was placed in a Group Home unit at Boys' Town under a Family Guidance Order (FGO), where he was provided with a structured and supportive environment to work on improving his behaviours while his family received guidance on how to manage his behaviours at home.

Finding Strength in Community

Since moving into Boys' Town, Tim has developed greater self-awareness and gained insight into the circumstances and decisions that led him here. His natural flair for basketball emerged through the Residential Services basketball interest group, boosting his self-confidence. Regular check-in sessions with his social worker and mentor also helped him to reflect on his actions and motivated him to reconcile with his parents.

Tim's youth worker describes him as a role model to his peers, actively encouraging them to make better choices and often reminding them of their responsibilities. In recognition of his consistent progress, Tim was awarded 'Boy of the Term' – a significant achievement that celebrates his positive transformation.

We are incredibly proud of Tim and the progress he has made. His story is a testament to the dedication of our staff and the generosity of our supporters.

* Not his real name



*Stock image used



Fostering Services

Boys' Town Fostering Services (BTFS) is a fostering agency appointed by the Ministry of Social and Family Development (MSF) in Singapore. It is also one of the 6 key services offered by Boys' Town.

Since 2015, BTFS has been recruiting and supporting foster families to provide safe, stable, and nurturing home environments for children and youth in the foster care system. In 2019, BTFS expanded its services to include kinship care support, ensuring that children in kinship arrangements receive the stability and care they need.

STATISTICS

Breakdown of cases in year 2025

164

Cases Managed

27

New Cases

31

Closed Cases

IMPACT:

100%

Foster children we support had fewer than 2 placements, providing better stability and continuity of care.

7%

Increase in our foster parent pool, recruiting 9 new sets of foster parents to provide safety and stability for foster children.

98%

Of foster children remained free from substantiated abuse.

Key Achievements

2025 marked a momentous milestone for Boys' Town Fostering Services (BTFS) as we celebrated our 10th anniversary. To mark this incredible milestone, the team dedicated our efforts to honouring everyone who plays a part in caring for foster children: kin carers, foster parents, volunteers, and community partners. We also rolled out programmes to reconnect with our foster families and deepen our conversations with them.

Fostering Services 10th Anniversary Celebrations

BTFS commemorated its 10th anniversary with We Are the Village, a three-month online campaign that ran from 4 April 2025 to 6 July 2025. The campaign aimed to rally public support and raise awareness about fostering, while celebrating the foster families, volunteers, and professionals who make up the community of care for vulnerable children. A key highlight was the We Are the Village Virtual Walkathon (31 May 2025 to 30 June 2025), where the community collectively clocked 10,263 km, surpassing the 10,000 km target in a symbolic show of shared commitment.



The walkathon kicked off on 31 May 2025 with an invite-only community walk and family carnival at Senja-Cashew Community Centre, graced by our Guest of Honour, Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development. Around 170 attendees, including foster families, kin carers, professionals, and volunteers, came together to honour the fostering community.



Outreach and Engagement Efforts

In 2025, the team continued to actively raise awareness and engage the public through a series of outreach efforts.

These included:

- Three online information-sharing sessions with the public and interested applicants.
- Two roadshows: one at the National Family Festival 2025 and another at the SG60 Connect! series by National Volunteer and Philanthropy Centre.
- Two Fostering Open Houses co-organised with MSF on 17 May 2025 and 23 August 2025.

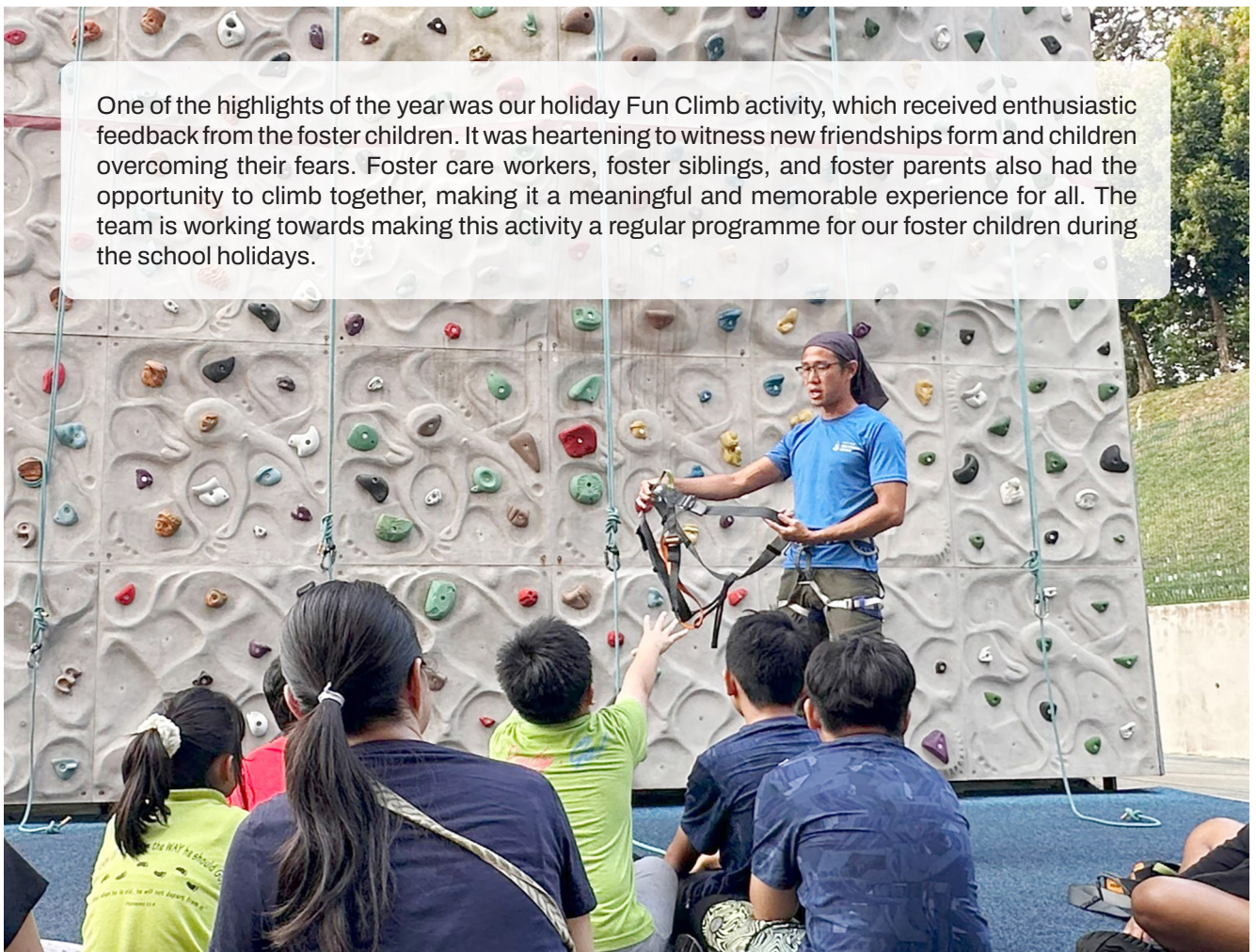
These events helped the team connect directly with potential foster parents and deepen public understanding of fostering in Singapore.



The team also took up the challenge of running an extensive online campaign through We Are the Village, which included the production and release of heartfelt interview videos featuring a foster mother, a foster care worker, and a volunteer transport minder. Their stories brought to life the everyday realities and quiet courage of those caring for foster children, helping the public better understand the many meaningful ways one can support the fostering community.

Programmes for Foster Children

One of the highlights of the year was our holiday Fun Climb activity, which received enthusiastic feedback from the foster children. It was heartening to witness new friendships form and children overcoming their fears. Foster care workers, foster siblings, and foster parents also had the opportunity to climb together, making it a meaningful and memorable experience for all. The team is working towards making this activity a regular programme for our foster children during the school holidays.





Clinical Intervention Centre

The Clinical Intervention Centre (CIC) delivers specialised mental health services to children, youth, their families, and key stakeholders within the community. Our work is guided by a commitment to early intervention, trauma-informed care, and collaborative partnerships.

During the year, CIC provided support through the following core service areas:



Outreach and Education



Counselling and Therapy



Training and Consultation

Outreach and Education

CIC continued its efforts to raise community awareness of mental health and available support resources through mental wellness talks, workshops, and community engagements. These initiatives aimed to strengthen mental health literacy and support broader mental health advocacy within the community.

Training and Consultation

CIC conducted training sessions for our four key services' staff on trauma-informed care and strategies for managing challenging behaviours. These trainings established a holistic framework for individuals who have experienced adverse life events.

Counselling and Therapy

CIC provided therapeutic support and interventions to enhance the psychological, social, and emotional well-being of clients. Services included counselling and therapy, behavioural interventions, and parenting support. All interventions were delivered within a safe, trauma-informed environment, with close collaboration among parents, schools, and other professionals to ensure coordinated and holistic care for clients.

OUTPUT

110

Clients seen for therapeutic intervention

320

Parents/caregivers served through parenting interventions

1,381

Participants engaged through outreach efforts (i.e. talks, workshops, roadshows)

IMPACT

SWEMWBS – Short Warwick-Edinburgh Mental Well-being Scale

100% 

Clients showed improvements in functioning and mental well-being.*

BPSES – Brief Parental Self-Efficacy Scale

67% 

Parents/caregivers reported feeling better equipped and more confident to handle their children's emotional and behavioural problems.

Client Satisfaction Survey

91.7% 

Participants of outreach activities reported satisfaction and were able to identify at least one key learning from the outreach activity conducted.

*Based on closed client cases in 2025.

*Stock image used



YouthReach

YouthReach offers a multi-faceted approach to support children and at-risk youth. We serve children and youth aged 10 to 24 who come from complex family and socio-economic backgrounds. Our support is delivered through outreach, case management, and structured youth development programmes. Grounded in positive youth development and relationship-based youth work, we focus on meeting youths where they are at, strengthening protective factors and supporting them through their journey.

YouthReach 15th Anniversary Celebration (YR15)



In July, Boys' Town YouthReach marked a meaningful milestone with the celebration of our 15th anniversary. The event brought together supporters, partners, and the wider community to reflect on the journey of YouthReach and the lives impacted over the years.



Through the anniversary celebration, YouthReach successfully raised over \$260,000 to support ongoing programmes and youth development efforts. Highlights of the event included the launch of the YR15 commemorative video, interviews featuring two youths who shared their personal experiences and growth through YouthReach, and an art exhibition showcasing creative works by YouthReach participants.

The celebration was a powerful reminder of the strengths and potential of young people, and the importance of sustained community support in creating safe spaces where youths can thrive.

STATISTICS

389 Youths Served

YouthReach Programmes

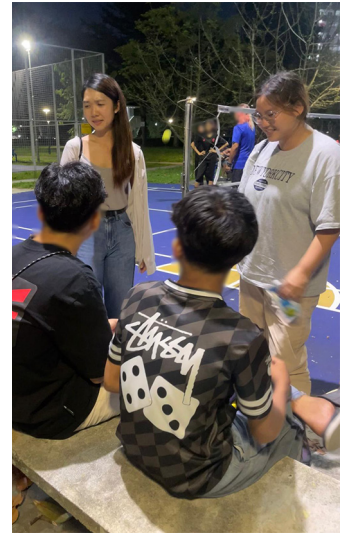
Street Outreach

Street Outreach engages youths in their own spaces, creating opportunities for connection and support. Through informal conversations, youth workers build trust, offer support, and link youths to relevant resources.

187
Youths Reached

16
Sessions Conducted

80
Total Outreach Hours



Groupwork

YouthReach delivered structured group work interventions as part of its continuum of targeted support for at-risk children and youth, alongside outreach, case management, counselling, and youth development programmes. These group-based interventions are designed to strengthen youths' emotional regulation, social competencies, self-awareness, and resilience during critical developmental stages.

67
Youths Engaged

Group work sessions are facilitated by our Youth Workers and Counsellors and are implemented primarily in schools, in collaboration with key partners. The sessions are intentionally designed to be accessible and engaging, incorporating experiential and strengths-based approaches such as expressive arts, peer interaction, guided reflection, and structured activities to promote emotional expression, positive peer engagement, and help-seeking behaviours. A total of 67 youths attended these sessions across three schools.

Case Management

Youth Follow-Up provides sustained support for youths who require deeper engagement beyond outreach contact. Casework focuses on stabilising key areas of a young person's life, strengthening coping strategies, and supporting progress through structured goals, referrals, and consistent check-ins.

72
Youths Engaged

252
Sessions Conducted

378
Total Hours

94%
Of case management clients reported satisfaction in the survey

Youth Development Programmes (YDP)

Youth Development Programmes provide structured, strengths-based experiences that build resilience, discipline, social-emotional skills, and positive peer connections. Through consistent engagement and adult mentorship, youths are supported to grow in confidence and develop healthier coping and relationship skills.

63

Youths Engaged

27

Sessions Conducted

81

Programme Hours

85%

Of youths demonstrated an increase in self-efficacy, reflecting stronger confidence motivation, and ability to cope with challenges

Community Soccer Programme

(in partnership with Balestier Khalsa Football Club)

The YouthReach Soccer Programme provides youths with a supportive space to build teamwork, discipline, and confidence through sport. Sessions encourage perseverance, respect, and routines, while creating consistent opportunities for growth and healthy coping mechanisms while providing support through their issues and challenges.

55

Youths Engaged

15

Sessions Conducted

45

Total Hours

Muay Thai Programme

(in partnership with LeFit Muay Thai)

The YouthReach Muay Thai Programme supports youths to build confidence, self-control, and resilience through martial arts. Guided by experienced trainers and supported by youth workers, sessions focus on respect, emotional regulation, and positive self-expression in a safe and structured environment.

8

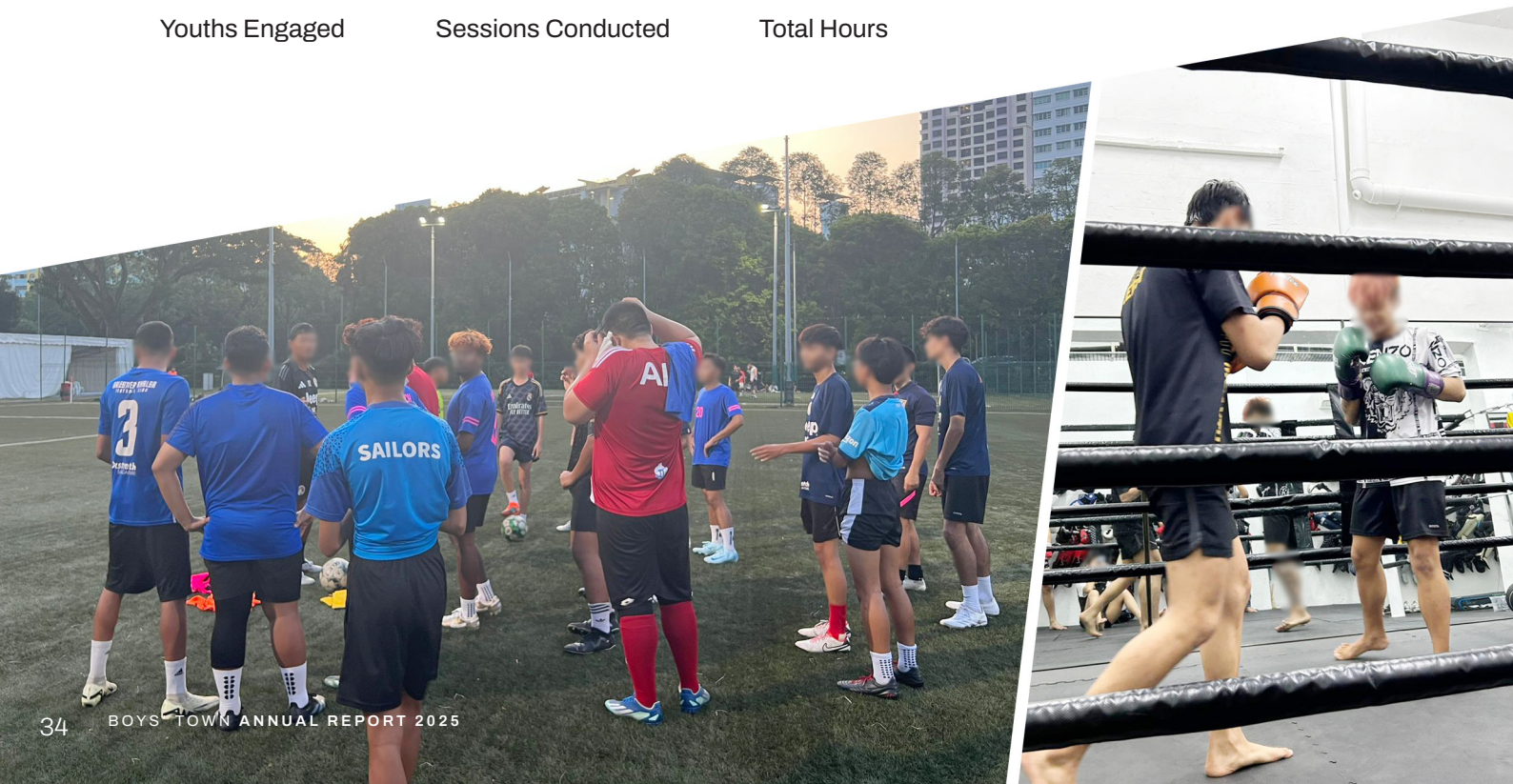
Youths Engaged

12

Sessions Conducted

36

Total Hours



*Stock image used



A POTENTIAL UNLOCKED: A STORY OF BELONGING AND GROWTH FOR 2 YOUTHS

For many youths, football is more than just a game. It is a passion, a dream — and sometimes, a potential unlocked. Such was the journey of Marcus* and Sufyan*.

Their first encounters with **Boys' Town YouthReach** were not planned. They were unexpected moments that changed everything.

A Chance Meeting

"It's actually a funny story," Marcus laughs. "I was waiting for a friend when this guy came up to me and said he was a youth worker. I was nervous at first, but then we started talking and we discovered we both loved football."

Sufyan's journey began in a similar way. He was playing football late at night on a street court with friends when a youth worker stopped by, simply wanting to connect. That simple chat led to an invitation – to join YouthReach's football training sessions. He has never missed a session since.

More Than Just a Game

For Marcus and Sufyan, these training sessions became more than just a football programme. It became their **second home**. Their fondest moments were off the pitch – during dinners, the laughs and the conversations after the trainings, and the support they received from Boys' Town YouthReach's youth workers.

Transformation That Goes Far Beyond Football

Marcus, once shy and withdrawn, now speaks with confidence. He found his voice among teammates who listened and cared. Sufyan, full of raw talent, discovered focus and purpose. With the guidance of youth workers and the support of his peers, he was selected by a professional Singapore team, a step closer to achieving his dream he never thought was possible.

Through trusted relationships, mentoring, and safe spaces like the football youth development programme, Boys' Town YouthReach continues to help young people not only stay off the streets, but to **step into their potential**.

*Not their real names



Sanctuary Care

Sanctuary Care (SC) is a community-based programme that serves as a vital support system for families navigating personal crises. Many of the families we support face complex challenges, including mental health conditions, teenage pregnancies, domestic violence, and instability in employment or housing.

Through timely intervention and practical support, SC seeks to stabilise families, safeguard children's well-being, and strengthen parents' capacity to provide safe and nurturing care.

Our programmes include the following:

Acute Respite Care (ARC) Programme

During challenging times, our ARC programme provides both care and reassurance by offering the children a safe and nurturing environment while their parents take steps toward recovery and stability.

Designed to deliver short-term support, ranging from a few hours to a maximum of 90 days, ARC connects parents and caregivers with a network of dedicated respite carers who provide care for infants and young children during periods of acute stress. As a temporary service, SC focuses on empowering parents to enable reintegration of their children back home once stability is restored. In 2025, we had 31 ARC placements and recruited 9 new respite carers.

Outreach Activity Respite Services (OARS)

OARS is a fortnightly, half-day Saturday programme that provides non-acute respite support for parents who have limited access to reliable caregiving support networks. By offering structured respite, OARS enables caregivers to take essential breaks from their caregiving responsibilities, supporting their well-being and reducing caregiver stress.

During each session, children engage in carefully planned and supervised activities facilitated by the SC team, tailored to address their psychosocial needs. Through group-based activities, outdoor experiential learning, and team-building exercises, OARS promotes the development of pro-social skills, emotional regulation, essential life skills, and positive peer relationships. In 2025, 125 children participated in the OARS programme.

Milk & Diaper Run (MDR)

We carried out three Milk & Diaper runs in January, May/June and August, distributing essential supplies such as diapers and tins of milk formula to families in need. We offered practical relief to these families through close collaboration with various agencies which included the Jurong East Lakeside FSC, Whampoa FSC, Thye Hua Kwan Moral Society (Macpherson and Bukit Panjang branches) and the Social Service Offices at Bukit Batok, Bukit Panjang, and Chua Chu Kang.

Across the three runs, a total of **144 packets of diapers** and **307 tins of milk formula** were distributed, **benefiting 154 families**.



Campaign Roadshows



SC conducts roadshows, including recruitment drives and outreach campaigns, at least twice a year to strengthen community engagement and accessibility to our services.

These initiatives aim to raise awareness of our respite programmes, recruit potential respite carers, and highlight key challenges faced by families following childbirth such as postnatal stress and parenting-related stress. The roadshows also provide families with timely information on available support resources, promoting early intervention and strengthening community-based support networks.

STATISTICS

31

Acute Respite Care Placements

9

Respite Carers recruited in 2025

125

Participants in Outreach Activity Respite Services (OARS) programme

IMPACT

75%

Of our clients (Parents/Caregivers) experienced a reduction in stress and better coping.

85.7%

Of our respite carers indicated that they were very satisfied with the support received.

100%

Of them expressed that they would recommend the service to others.

Our Volunteer Respite Carers received adequate help and case management support from our Social Workers.



Adventure Centre

Launched in 2016, Boys' Town Adventure Centre (BTAC) aims to deliver adventure-based programmes to fuel children and youth's active learning and character development, transforming them to be responsible and socially integrated members in the community. These programmes complement Boys' Town's existing sports for character programme in shaping personality and psychology efficacy of our residents.

Since its establishment, BTAC has expanded to serve both internal and external clients, expanding the coverage of Boys' Town's service audience.

Utilising the Group Development Theory as an underlying framework for team building and relationship development, BTAC programmes and activities are designed specifically to support the group as they move along the various developmental stages.

Guided by Trauma-Informed Practices, BTAC programmes apply Activity/Adventure-Based Learning (ABL) in a participant-centric Strength-Based Approach to facilitate and support the participants' learning.

STATISTICS

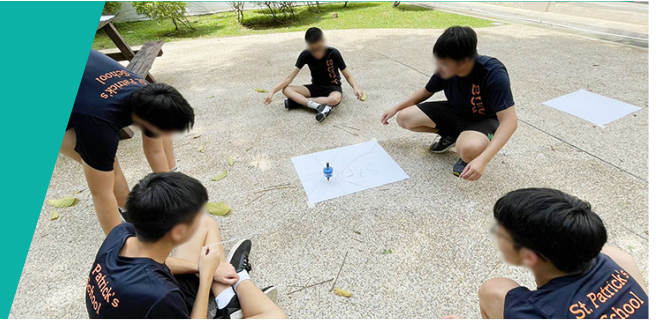


329.5 Programme Hours

89 Programme Sessions

Preparing Graduating Students for the Next Chapter

St. Patrick's School
– Secondary 4 & 5 Cohort Programme



To help students start their school year with clarity and confidence, BTAC partnered with St. Patrick's School to conduct a dynamic cohort-wide programme for Secondary 4 and 5 students. Designed as a “startright” experience ahead of Week 1, the programme blended **physical challenges, values exploration, and future-readiness activities.**

A highlight of the programme was the **career-values activity using the JuraSEEK Life game**, adapted into an outdoor physical challenge. Through guided reflection and experiential learning, students explored diverse pathways to success and identified personal values that would guide their decisions for post-school life.

Across the cohort, we saw students rise above self-doubt, cheer one another on, and learn that success is not singular — but shaped by character, effort, and community.

APSN Tanglin – Outdoor Immersion Programme

Promoting Inclusion, Leadership, and Safe Social Environments

BTAC continued our commitment to inclusive programming through an outdoor immersion experience tailored for SPED learners from APSN Tanglin. Designed to build social awareness, leadership, and emotional resilience, the programme used experiential activities to spark conversations about bullying, peer pressure, empathy, and personal responsibility.

Participants embraced challenges with courage and compassion, learning to support their peers while reflecting on the impact of their actions. For many, the programme provided a safe and empowering environment to understand themselves and others more deeply.





JuraSEEK Life Adventures with Bold@Work – Pilot Run

A Transformative Journey of Choices, Growth, and Self Discovery

Developed in partnership with **Bold@Work** and informed by National Youth Council's **Youth STEPS** research, **JuraSEEK Life Adventures** is a live-action version of Bold@Work's card game created for youths aged 18–30 seeking connection, clarity, and a safe space to explore life's toughest questions. Many of these aspiring youth leaders are motivated and curious, yet lack structured environments to openly discuss their aspirations, worries, and goals related to work, finances, relationships, health, and personal development.

This 3-hour facilitated adventure brought together two powerful components:

- **JuraSEEK**, Bold@Work's proprietary game that helps youths explore multiple pathways to success, make life design decisions, and reflect on the trade-offs of adulthood.
- **Outdoor activities** such as rock climbing, blindfold challenges, and problem-solving stations facilitated by BTAC.

By combining cognitive strategy, design thinking principles, and physical challenge, the experience became a metaphor for navigating life's unpredictability — where every choice carries consequences but also creates new possibilities.

Youth Reflections: Understanding Self and Others

One youth shared how the experience reshaped their understanding of people:

"I realised that people all have different goals, values and interests... what works for one person doesn't work for another. I want to be open to other people's thoughts so I can improve myself. A growth mindset is something I want to develop."

Another participant reflected on the power of choices — a central theme of both the game and the outdoor challenges:

"JuraSEEK Life Adventures helped me realise we will never have enough time to do everything. It's all about the choices we make... but what's important is enjoying the journey, having fun with friends, and living life with no regrets."

These insights affirm the programme's purpose: to build trust, create safe spaces for honest exploration, and help youths gain empathy and resilience as they navigate personal and communal goals.



Our Milieu Project

In 2022, Boys' Town launched Our Milieu Project (OMP) as a special outreach project focusing on children and youth mental well-being. The project was designed because of increasing societal concerns over children and youth mental well-being and their social behaviour.

The name of the project was in keeping with Boys' Town vision - A CARING MILIEU. According to the American Psychological Association, 'milieu' is defined as the social environment of the individual that affects both the personality and adjustment of the person.

The uniqueness of OMP stems from the interprofessional collaboration of experts in children and youth work in promoting a series of mental health and well-being activities. Our experts are from our 4 Key (4K) Services: YouthReach, Clinical Intervention Centre, Adventure Centre, and Sanctuary Care. We firmly believe that by providing a safe milieu for the child and youth, we would be able to facilitate their growth and change.

Through OMP, Boys' Town aims to continue to reach out to the community and families to educate and empower vulnerable children and youth who are struggling with such issues.

OBJECTIVES OF OUR MILIEU PROJECT

To create a safe and secure space for children and youth so they can

- Receive needed help
- Recover from stress
- Restore relationships
- Rediscover self
- Recognise their strengths

To create awareness of children and youth issues for parents so they can

- Recognise the signs of distress
- Remain calm to provide help
- Redirect the child to get help

Programme Details

STATISTICS AND IMPACT

In 2025, we reached out to more than **10,812** pax!

Wander-land Roadshows

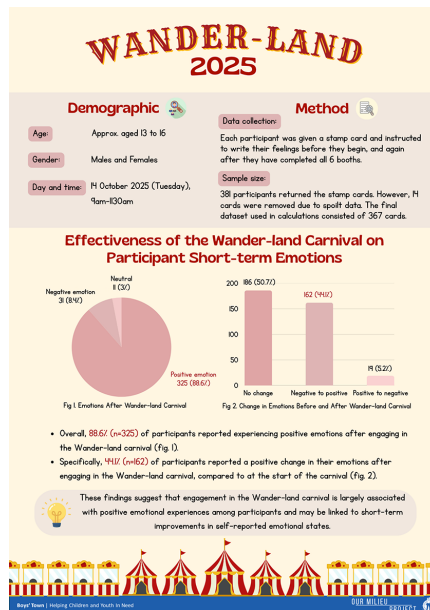
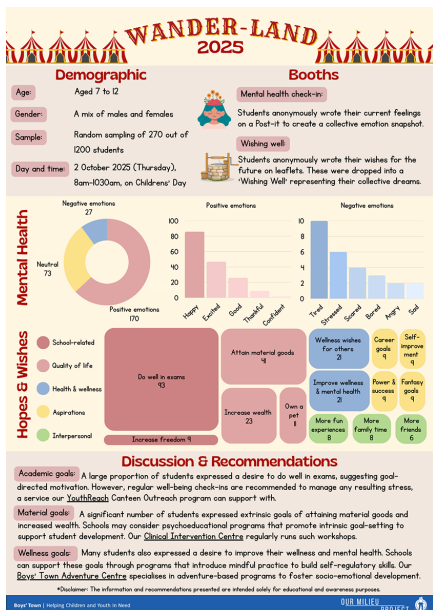
8 **2,920**

Roadshows Students Outreached

Outreached to Park View Primary, East Spring Primary, Cantonment Primary, Bartley Secondary, Unity Secondary, Springfield Secondary, Pasir Ris Crest Secondary, Nanyang Polytechnic.



As part of our ongoing commitment to youth mental wellness, Wander-land will be revamping our activities to curate new interactive experiences for students. Moving beyond engagement and deepening our impact, we aim to provide every participating school with a tailored infographic detailing the carnival's outcomes and key recommendations. We believe these insights will empower schools to cultivate even safer and more supportive learning environments for their students.



Campaign Fairs

7

Campaign Fairs

5,393

Members of the public outreached

Reached out to NWCDC @ Causeway Point, NWCDC @ Turf Club, CJC Mission Fair, Not So Little Fair (March and October), NCSS World Skills.



School Canteen Outreach

13

Schools Engaged

2,499

Students Outreached

24

Sessions Conducted

96

Total Hours

YouthReach conducted canteen outreaches across 13 schools, creating a friendly and approachable space for students to connect with youth workers during recess. These sessions raised awareness of YouthReach's services, promoted mental well-being, and strengthened rapport and referral pathways within the school community.



Schools Engaged

1. Yuhua Secondary School (8 sessions)
2. Hua Yi Secondary School
3. Pasir Ris Crest Secondary School
4. Bartley Secondary School
5. West Spring Secondary School
6. Fuhua Secondary School
7. Catholic Junior College
8. Qihua Primary School
9. Dunman Secondary School
10. Ang Mo Kio Secondary School
11. Hougang Secondary School (5 sessions)
12. Swiss Cottage Secondary School
13. St. Gabriel's Secondary School

Partner Awards and Appreciation for 4K Services

In recognition of our integrated 4K services and strong community collaborations, we received a Partner Award from St. Patrick's Secondary School, marking our 5 years of partnership. We also received a Certificate of Appreciation from Yuhua Secondary School for our collaboration over the past year.

These recognitions reflect the tangible impact of our programmes and the vital role of school-social service partnerships in providing comprehensive care for our younger generation.



Community Partnerships

Boys' Town collaborates with the community through fundraising, volunteering and public engagements. Throughout the year, individuals, groups, and organisations came alongside us to champion our mission in meaningful ways, playing a vital role in supporting the children and youth under our care. Unless otherwise specified, general donations are channelled to support Boys' Town's programmes and operations.

Key Fundraising Campaigns:

Lunar New Year Appeal 2025

2 Jan 2025 – 26 Mar 2025

Target Amount  \$250,000

Total Raised  \$271,504



Newsletter Appeals

Newsletter Appeal (3 Mar 2025 – 3 May 2025)

Target Amount  \$150,000

Total Raised  \$113,635

Newsletter Appeal (1 Sep 2025 – 3 Nov 2025)

Target Amount  \$150,000

Total Raised  \$81,536

BTnews! is our bi-annual newsletter that brings our community closer to the heart of Boys' Town. Published twice a year, it features meaningful stories of impact, programme highlights, and key happenings across our organisation. Through each issue, readers can learn more about our services, the work we do, and the journeys of the children, youth, and families we serve. It is through the collective care, partnership, and generosity of our community that we are able to continue supporting our clients and continue this meaningful work.

FS10 Special Appeal

15 Apr 2025 – 16 Jun 2025

Target Amount  \$250,000

Total Raised  \$203,518

In celebration of Boys' Town Fostering Services 10th Anniversary, we launched our FS10 special appeal. For the past decade, Boys' Town has worked to ensure every child thrives in a safe, stable environment where they feel truly cared for. Today, our Fostering Services manages over 100 cases annually, providing safe, loving homes for children in need. As we celebrated this milestone, we invited our benefactors to be part of the next chapter. Your support helps us to continue transforming lives.



YR15 Special Appeal

17 Jun 2025 – 31 Aug 2025

Target Amount  \$250,000

Total Raised  \$100,574

As we celebrated Boys' Town YouthReach's 15th Anniversary and Youth Day, supporters came together to celebrate and empower the next generation. They invested in dreams and helped to shape brighter tomorrows.



Meal for a Cause YouthReach

Target Amount  \$250,000

Amount raised  \$272,965.70

In addition to the YR15 Special Appeal mentioned above, we also organised a physical fundraising event to raise funds for this occasion. 2025 marked a remarkable milestone for YouthReach as they celebrated their 15th Anniversary. Over the past decade and a half, YouthReach has become a beacon of hope and transformation for youths, engaging and empowering them through meaningful outreach and programmes. To commemorate this special occasion, together with our Board members, we hosted Meal for a Cause YouthReach at the Assumption Restaurant for Training.



The evening began with an immersive tour of the **YouthReach Museum Exhibition** followed by a specially curated four-course dinner prepared by Conrad Singapore Orchard. During the dinner, **two beneficiaries of YouthReach also shared about their journey** with the service and how the team's support gave them hope and a renewed sense of purpose for the future.

We extend our heartfelt thanks to all our Board members, benefactors, partners and guests. Your generosity enables us to continue our work and deepen our impact in the lives of the youths we serve. We look ahead with renewed commitment and hope, inspired by the lives touched and the community that continues to stand with us.

Christmas Appeal 2025

28 Nov 2025 – 21 Jan 2026

Target Amount  \$250,000

Total Raised  \$286,258



Boys' Town Church Collections 2025

6 Sep 2025 – 28 Sep 2025

Target Amount  \$130,000

Amount raised  \$135,417.52

In 2025, the Church Collections were held over four weekends, from 6 September to 28 September 2025, across 19 churches. We were blessed and grateful for the collective effort of our staff, residential boys and tutors, as well as volunteers from Assumption English School (AES), Montfort Secondary School and St. Gabriel's Secondary School Alumni.



The Boys' Town Church Collections is an annual fundraising initiative that brings together staff, residential boys and dedicated volunteers in a meaningful effort to support the Boys' Town mission and cause. Inspired by the late Brother Emmanuel, who exemplified the spirit of service before self, the annual Church Collections honours his passion for servant leadership while fostering a sense of camaraderie within our community.

With our fundraising efforts, Boys' Town raised \$3.4 million in 2025.

No commercial fundraiser was engaged for our fundraising activities. In 2025, the fundraising expenses incurred was \$395,775.45 and Boys' Town's fundraising efficiency ratio was 11.53%. The fundraising efficiency ratio calculated includes the allocated salaries of staff directly involved with fundraising projects.

Boys' Town also received funding through various grants, as well as the strong support from the community in terms of donations. Boys' Town is grateful to be a recipient of the President's Challenge 2025 in support of Sanctuary Care. The first tranche was disbursed to us in 2025. We were also blessed to have the support of Caritas grant in 2025.

Looking towards 2026

In 2026, Boys' Town will continue to fundraise approximately \$3.3 million through the following activities:

Fundraising appeals (online and mailed campaigns):

- Newsletters
- Special and Festive Appeals
- Fundraising events, such as Charity Movie and Church Collections

These donations can be received in the form of Corporate giving, Legacy giving, and individual donations. Boys' Town is committed to keeping our fund-raising efficiency ratio below 30%.

Separately, the Community Partnerships team will continue to seek funding through various grants, approximately \$1.3 million.

Volunteer Management

Our volunteers continue to be an essential pillar of Boys' Town, contributing their time, skills, and commitment to uplift the children, youth, and families we serve. Over the past year, the Community Partnerships team worked closely with our 6 services and partners to create meaningful and impactful volunteering experiences. Key volunteer contributions this year included respite care, academic tutoring and skills coaching, each playing a vital role in strengthening our programmes and enriching the lives of those in our care.

STATISTICS

137

Total Number of Volunteers

6,840

Total Estimated Number of Volunteer Hours Contributed

* not including foster parents

Media

We were featured in several media engagements highlighting our staff and the services we provide. These platforms allowed us to share personal experiences and offer our perspectives.

- **National Day Parade 2025**
Mr Aldrich Jai Kishen (Jai) story feature on the NDP show film (9 Aug 2025)
- **Channel 8 News**
Dr. Roland Yeow's Interview
Strengthening Systems of Care
(8 Apr 2025)
- **Caritas Charities Week Social Media**
Respite Carer Ruchi's Feature (14 Apr 2025)
- **8World**
国庆庆典影片叙述五代人故事 彰显社区力量 (9 Aug 2025)



谢显平
发布 / 2025年8月9日 21:26



贾伊年少时曾是叛逆青年，后来在学习打鼓的过程中找到慰藉。他今年首次登上国庆舞台，站在离地面10米高的可升降舞台，在第四幕中与新加坡管理大学的Samba Masala打击乐队等团体呈献击鼓表演。（张俊杰摄）

贾伊年少时曾是叛逆青年，12岁进入福利组织儿童城后一度难以适应。但在接触打鼓之后，他从中找到慰藉，音乐成为他成长的重要支柱。这段经历也促使他重返儿童城担任青年社工，帮助其他迷途少年重新找回方向。

今年的国庆庆典影片中，31岁的贾伊（Aldrich Jai Kishen）是五名不同时代新加坡人的代表之一。他们的故事不仅诠释了毅力与决心，以及凸显家庭和社区支持的力量，也回顾了新加坡过去60年克服的挑战。

贾伊受访时说，他在儿童城（Boys' Town）待了四年，期间加入一个由青年社工成立的音乐俱乐部。一次偶然拿起鼓槌打鼓的经历，让他爱上这个乐器。离开儿童城后，他先后考取工艺教育学院的视听和电影制作文凭，以及理工学院的大众传播文凭。

Financial Highlights

Statement of Financial Activities

Financial Year Ended 31 December 2025

	2025 \$	2024 \$
INCOMING RESOURCES		
Grant income	7,762,294	6,589,734
Donations	3,433,478	3,438,602
Amortisation of deferred capital grants	740,397	746,187
Programme income	178,524	231,867
Interest income	213,526	80,659
Other income and gains	310,514	230,922
Total incoming resources	12,638,733	11,317,971
RESOURCES EXPENDED		
Employee benefits	7,392,102	7,341,064
Fund-raising expenses	128,998	180,594
Programme expenses	838,879	903,566
Depreciation expenses	825,647	832,336
Other expenses	1,556,450	1,498,978
Other losses	8,289	26,073
Total resources expended	10,750,365	10,782,611
Net surplus for the financial year	1,888,368	535,360
NET INCOMING RESOURCES / (RESOURCES EXPENDED)		
General fund	2,118,451	1,963,817
Ministry of Social and Family Development ("MSF") restricted funds	66,378	(719,605)
Other restricted funds	(296,461)	(708,852)
Net incoming resources	1,888,368	535,360

Statement of Financial Position

As at 31 December 2025

	2025 \$	2024 \$
ASSETS		
Non-current assets		
Property, plant and equipment	14,079,413	14,619,522
Financial assets at amortised cost	501,883	502,332
Total non-current assets	14,581,296	15,121,854
Current assets		
Cash and cash equivalents	10,850,968	8,952,236
Financial assets at FVTPL	3,101,110	2,917,086
Other receivables	658,230	487,109
Inventories	23,515	18,238
Other current assets	84,121	109,490
Total current assets	14,717,944	12,484,159
Total assets	29,299,240	27,606,013
FUNDS AND LIABILITIES		
Unrestricted fund		
General fund	19,060,137	16,941,686
Total unrestricted fund	19,060,137	16,941,686
Restricted funds		
MSF restricted funds	(1,214,899)	(1,281,277)
Other restricted funds	(3,575,581)	(3,279,120)
Total restricted funds	(4,790,480)	(4,560,397)
Total funds	14,269,657	12,381,289
Current liabilities		
Other payables	1,657,765	1,627,462
Deferred capital grants	740,397	746,187
Total current liabilities	2,398,162	2,373,649
Non-current liabilities		
Deferred capital grants	12,631,421	12,851,075
Total non-current liabilities	12,631,421	12,851,075
Total liabilities	15,029,583	15,224,724
Total funds and liabilities	29,299,240	27,606,013

Thank you!

We are greatly appreciative of our kind benefactors, corporate partners and volunteers who supported Boys' Town in 2025. You play an important role in growing the seed of hope for our clients' future.

We seek your continual support to help bring healing to the children and youth in need and their families.

If you are already a part of our mission, whether through volunteering your time, contributing your talents or offering financial support, we thank you.

You make our work impactful and possible.
We remember each of you in our thoughts and prayers;
please do the same for all those who face tomorrow with uncertainty.



Governance Evaluation Checklist (Enhanced Tier) Tier 2

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
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 (eg, Charity Portal, website, social media and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
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
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" refer to its expertise, skill and knowledge.	1.4	Yes
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The role and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
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
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board members) 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 Resources and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skill, knowledge and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer or equivalent position. For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer for equivalent position like Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity should be 4 consecutive years. If there is no Board member who oversee the finance, 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	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 1/3 of the Board.	2.7	Yes

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
12	Ensure the Management has suitable qualifications and experience, understands its duty 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
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a 2 years break. For all Board members. a. Should the Board member leave the Board for less than 2 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' position) beyond the max of term limit of 10 consecutive years, the extension should be deliberated and approved at the AGM where the Board member is being re-appointed or re-elected to serve for the charity's term of service. c. The charity should disclose the reason for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like Finance Committee Chairman or key person on the Board responsible for overseeing the finance of the charity) must step down from the Treasurer after a maximum of 4 consecutive years. e. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9b	2.9d	Yes
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
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 matters discussed should recuse himself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
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
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes
21	Implement and regularly review key policies and procedure to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plan 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

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
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 procedure ii. Procurement and payment policies and procedure and iii. System for the delegation of authority and limits of approval	4.1b	Yes
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
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
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-money laundering and countering the financing of terrorism b. Board strategies, functions and responsibilities c. Employment practices d. Volunteer management e. Finances f. Information Technology (IT) including data privacy management and cyber-security g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board) h. Service or quality standards and i. Other key areas such as fund-raising and data protection.	4.4	Yes
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
27	The charity should 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
28	Disclose or submit the necessary documents (such as annual report, financial statement, GEC and etc) in accordance with the requirements of the Charities Act, its regulations and other frameworks (for eg, Charity Transparency Framework and etc)	5.1	Yes
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
30	The charity should disclose the following in its annual report; a. Number of Board meetings in the year; and b. Each Board member's attendance	5.3	Yes
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

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
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
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
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. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
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 is appropriate.	5.7	Yes
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (for eg, 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	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

