

ANNUAL

REPORT

2025

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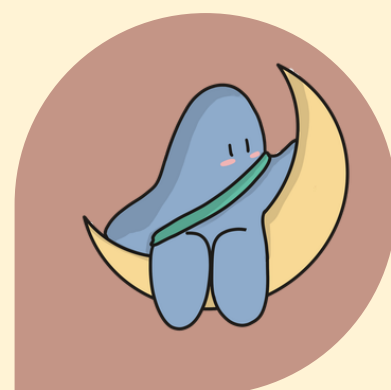
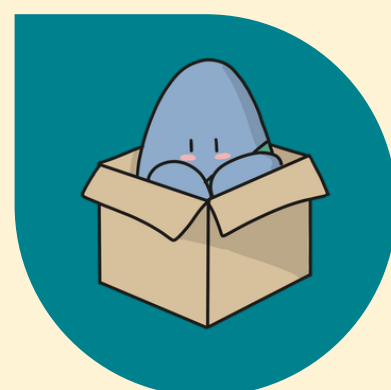
About NAF

The National Arthritis Foundation (referred to as "NAF" or the "Foundation") was established on 27 June 1984, as a society and subsequently registered under the Charities Act (Chapter 37) on 15 April 1985.

Since 1985, NAF has held the status of an Institution of a Public Character ("IPC"). Its IPC status was last renewed for a three-year term till 4 December 2028. The Foundation has Constitution (updated 1 June 2019) as its governing instrument. With a membership comprising over 600 individuals, the Foundation's primary objective is to assist patients with arthritis and rheumatic autoimmune conditions, their families, and caregivers.

NAF relies on financial support from various sources including member donations, contributions from companies, well-wishers and the general public. In addition to using its funds for disease advocacy programmes, the Foundation disburses financial aid to underprivileged arthritis patients through the Patient Subsidy Care Fund, to alleviate the substantial and prolonged medical treatment costs for patients and to assist in daily living needs.

There is also a separate Juvenile Idiopathic Arthritis (JIA) fund specially allocated to children and youths aged 21 years and under who are afflicted with arthritis.



Overview of NAF

Mission

Our mission is embodied in the objects of the Foundation as follows:

Patient Welfare

Provide financial subsidy - for medication, treatment and welfare sustenance grant - to underprivileged Singaporeans and Permanent Residents suffering from arthritis and rheumatic autoimmune conditions.

Public Education

Compile, produce and disseminate information regarding causes, prevention and available aids to combat arthritis, and to provide public education programme through, among others, provision and distribution of patient education resources as well as conducting forums and talks.

Community Service & Impact

Execute programmes and services to help arthritis and rheumatic autoimmune patients cope better with their condition.

Research on Arthritis

Encourage and promote research and other activities relating to the prevention, diagnosis, causes and treatment of arthritis and rheumatic autoimmune conditions.

Overview of NAF

Unique Entity Number (UEN): S84SS0010J

Registered Address: 420 North Bridge Road # 03-38 North Bridge Centre
Singapore 188727

Banks: DBS and Maybank

Auditor: Kreston David Yeung PAC

Chairman's Message



2025 was a year marked by purposeful growth, deeper community engagement, and a strengthened commitment to remain steadfast in our mission of improving the lives of those living with arthritis and autoimmune conditions.

We significantly scaled up our charitable efforts – our expenditure on charitable activities increased by 3.5 times compared to 2024, reflecting both rising demand for our programmes and our determination to do more for the community we serve, especially through the following initiatives:

Our subsidised physiotherapy programme saw strong momentum, with over 400 patient sessions carried out during the year. These sessions are critical in helping individuals manage pain, restore mobility, and maintain independence in their daily lives.

We also broadened the scope of our Exercise for Arthritis programmes to provide more accessible and diverse options for our beneficiaries. In addition to increasing the frequency of our Hydrotherapy sessions and expanding our Tai Chi for Arthritis classes to more locations across Singapore, we introduced Pilates and Yoga for Arthritis into our programme offerings. These enhancements empower participants with different preferences and physical abilities to take proactive steps towards improving their joint health in a supportive environment.

Our educational outreach efforts also gained significant traction this year. We engaged close to 5,000 individuals through community events, corporate workshops and partnerships. These avenues provide us the platform to raise awareness, encourage early intervention, and promote active management of joint health—key pillars in enabling individuals to lead more productive and fulfilling lives.

Chairman's Message

Recognising the financial challenges faced by some patients, particularly those unable to sustain employment due to their condition, we introduced the Patient Sustenance Grant this year. This grant renders essential financial assistance to help individuals tide through daily living expenses, alleviating some of the burdens that come with chronic illness.

We launched the NAF Research Grant to support investigative studies aimed at improving clinical and quality-of-life outcomes for patients within the disease domain that NAF supports.

In ensuring that NAF stays relevant and responsive to evolving needs, we will continue to review our treatment subsidy frameworks, particularly for patients with rheumatic autoimmune conditions who may require more sustained and intensive support.

From a financial perspective, we are encouraged by the resilience shown this year. Through improved fundraising outcomes and continued cost discipline, we closed the year with a marginal deficit—an outcome that was better than our initial budget projections. This reflects both the generosity of our supporters and our commitment to prudent financial stewardship.

None of this would have been possible without the unwavering support of our donors, partners, volunteers, and dedicated executive team. Your contributions have enabled us to extend our reach and deepen our impact.

Benjamin Gaw

Chairman

LEADERSHIP

Governing Board Members (2025/2026)



Benjamin Gaw

Chairperson

Date First Elected:

Jul 2012



Anindita Santosa

Deputy Chairperson

Date First Elected:

Jul 2017



Lisa Yeoh Soon Hwa

Secretary

Date First Elected:

May 2022



Fang Lee Wei

Treasurer

Date First Elected:

May 2025

The Foundation has in place a Conflict of Interest Policy for all Board members for notation and compliance. They are required to make a Declaration of Vested Interest on an annual basis during their Board tenure.

Governing Board Members (2025/2026)



Steve Manning
Member

Date First Elected:
Jul 2017



Yeong Wai Teck
Member

Date First Elected:
May 2018



Felix Wang
Member

Date First Elected:
May 2021



Margaret Ma
Member

Date First Elected:
May 2022



Chris Choo
Member

Date First Elected:
May 2022



Prudence Chan
Member

Date First Elected:
Jul 2023

Governing Board Members (2025/2026)



Adrian Lau
Member

Date First Elected:
Oct 2024



Daphne Ng
Member

Date First Elected:
Dec 2024



Neo Chia Reei*
Member

Date First Elected:
May 2018



Ameer Parikh*
Member

Date First Elected:
May 2018



Yvonne Goh*
Member

Date First Elected:
May 2020



Jeannie Ong*
Member

Date First Elected:
May 2020

**Members stepped down from May 2025.*

Council Members (2025/2026)



Low Beng Tin
President

Date First Nominated:
Jun 2018



Kelvin Lim
Vice-President

Date First Nominated:
Nov 2013



Ameer Parikh
Vice-President

Date First Nominated:
May 2025



Benjamin Gaw
Member



Fang Lee Wei
Member

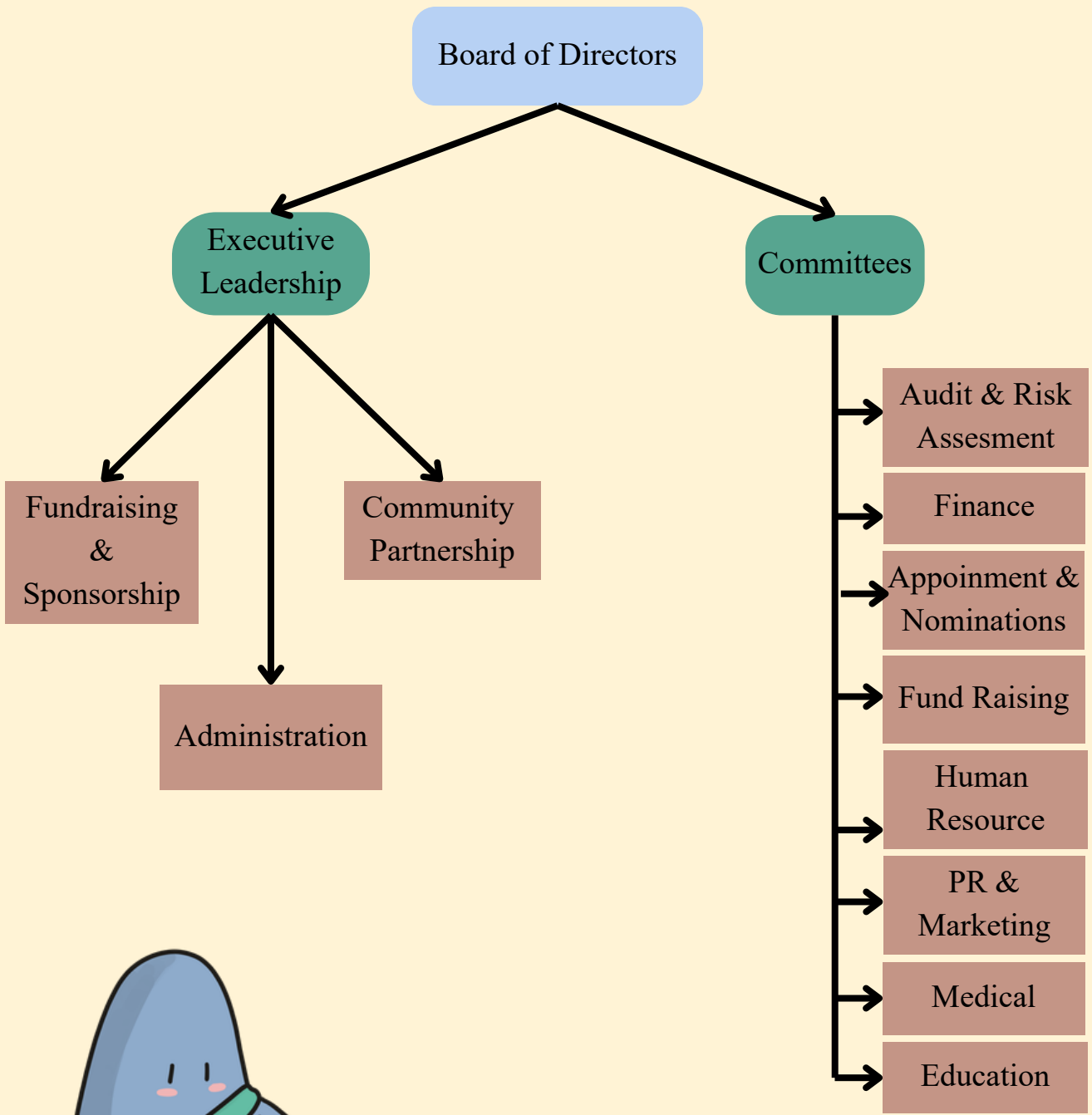


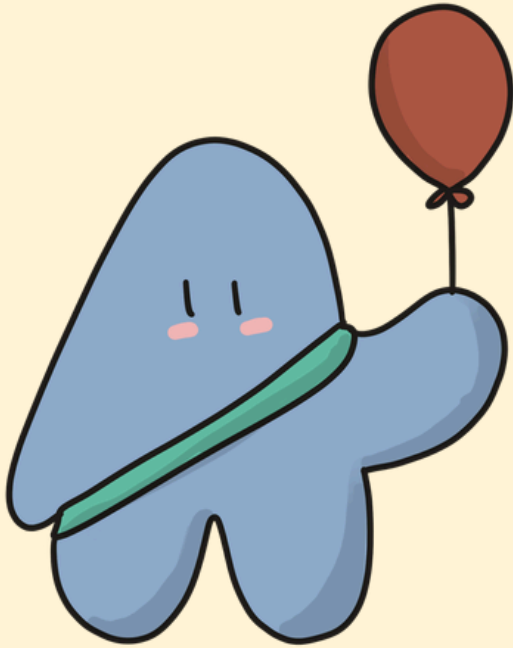
Lisa Yeoh
Member

Executive Management

Name	Designation	Date Joined	Date of Current Appointment
Gerald Koh	Executive Director	Sep 2018	Sep 2021
Audrey Koh	Director, Community & Philanthropy	Feb 2020	Jan 2023

Organisational Structure





***HIGHLIGHTS OF
THE YEAR***

Financial Summary for FY2025

In FY2025, the National Arthritis Foundation (NAF) recorded a total income of \$877,787, an increase from \$843,573 in FY2024. This growth was driven by strong fundraising efforts, including the NAF Charity Golf at Tanah Merah Country Club and contributions from being a beneficiary of the Keppel Charity Golf, alongside higher income from increased physiotherapy service utilisation during the year.

Total expenditure rose to \$892,356, compared to \$629,108 in the previous year, largely due to an almost fourfold increase in charitable activities spend — from higher utilisation of subsidised physiotherapy services to the introduction of various Exercise for Arthritis programmes —which in turn led to higher costs in resources required to support programme delivery. As a result, NAF recorded a small operating deficit of \$14,569, which remained lower than budgeted and reflects prudent financial management amid programme expansion.

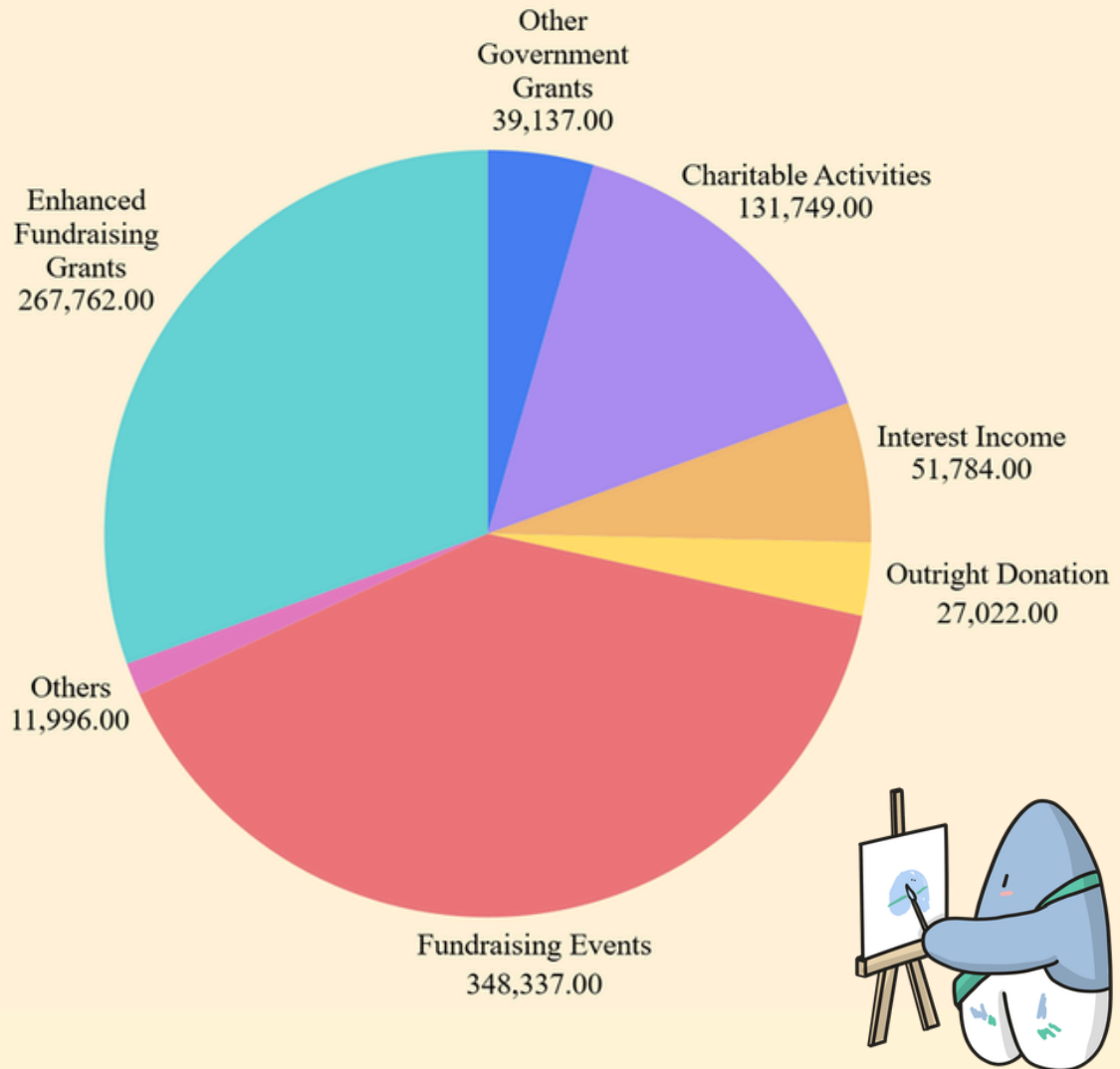
The Foundation's financial position remains robust. Total assets increased to \$2,849,695 (FY2024: \$2,747,007), supported by cash balances of \$2,422,600, comprising approximately \$1.9 million in fixed deposits and \$522,600 in bank balances.

Total liabilities increased to \$170,125 from \$52,868 in FY2024, reflecting higher operational activity. This mainly comprised lease liabilities of \$67,321 and accrued operating expenses of \$64,646.

Consequently, net assets stood at \$2,679,570, a marginal decrease from \$2,694,139 in the previous year.

Overall, NAF remains on a strong financial footing, with increased investments in programmes reflecting its continued commitment to delivering greater impact and support for beneficiaries.

Financial Summary

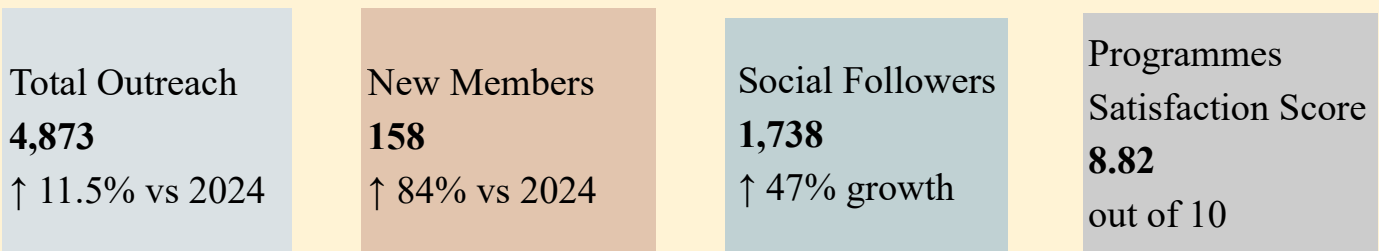


Income

- Other Government Grants
- Charitable Activities
- Interest Income
- Outright Donation
- Fundraising Events
- Others
- Enhanced Fundraising Grants

Community Impact In 2025

A year of expanded outreach, forging new partnerships, and building a stronger digital presence - we stayed committed to deepening impact through initiating new programmes and placing our community at the centre of everything we do.



What We Achieved In 2025

Key milestones across outreach, membership, and digital engagement.

Expanded Community Reach

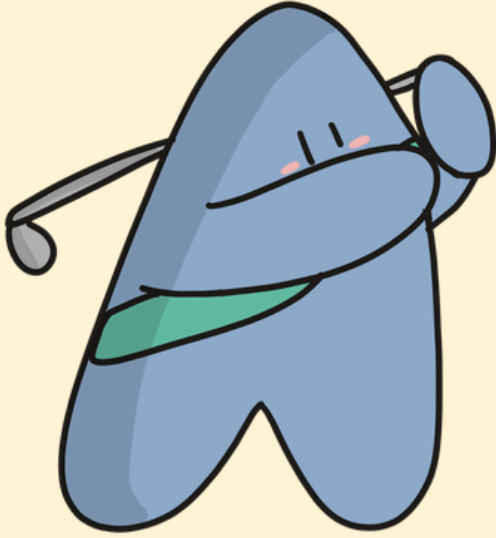
4,873 participants engaged across educational roadshows NAF participated in, including ELDEX 2025, SportsCare Carnival, and the World Arthritis Day @ NUH. This saw an 11.5% increase in community engagement year-on-year.

First Year of Corporate Reach

258 corporate participants reached across 7 organisations, including StarHub, CapitaSpring, and Toppan Next in 2025. NAF physiotherapists taught staff from these organisations about office ergonomics, how to improve joint health and prevent workplace injuries.

Accelerated Membership Growth

158 new members joined NAF over the year, compared to 86 new members in 2024. A clear signal of stronger public awareness of NAF's programmes.



FUNDRAISING

HIGHLIGHTS

NAF Charity Golf



On 21 August 2026, NAF hosted its charity golf event at Tanah Merah Country Club (TMCC). This served as a valuable platform to raise awareness and funds for furthering its mission in helping individuals living with arthritis and rheumatic autoimmune conditions.

Golfers and sponsors showed strong support through their participation and contributions, helping to raise funds that will go towards supporting the Foundation's programmes and initiatives.

Keppel Club Charity Golf



NAF was one of the beneficiaries for the Keppel Club Charity Golf event held over two consecutive weekends in August and September 2025. We set up an engagement booth at the golf course, provided snacks and cold towels for the players to freshen up, and took the opportunity to raise awareness of the Foundation's work. It was a day of fun and purpose as golfers and sponsors took to the greens to raise funds in support of various charities. We thank Keppel Club for the invitation and selecting us as one of the beneficiaries.



COMMUNITY

WELLNESS

PROGRAMMES

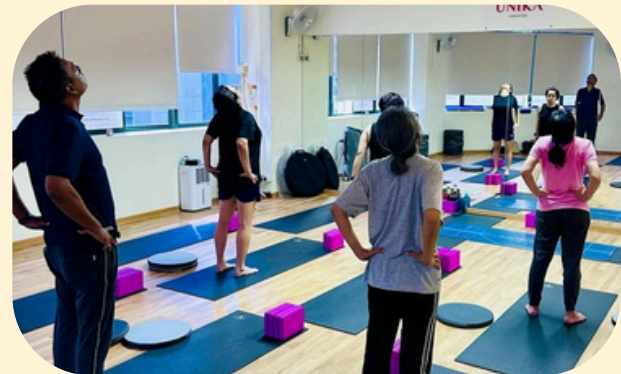
Hydrotherapy



We launched a new hydrotherapy programme conducted by a physiotherapist, aimed at helping individuals with arthritis improve their mobility and overall quality of movement. Since its inception, the programme has progressed successfully, receiving positive participation and feedback.

Held weekly at an indoor heated pool near Botanic Gardens MRT, a total of four three-monthly runs were completed over the year, demonstrating sustained interest and the programme's effectiveness in meeting its intended goals.

Yoga For Arthritis



In Q4 2025, we launched Yoga for Arthritis, This is one of our wellness programmes designed to help participants move with greater ease, build strength, and improve joint flexibility. Through gentle stretches, mindful breathing, and targeted poses, the programme offers a safe and effective way to maintain mobility, manage arthritis symptoms, and support both physical and mental well-being.

Pilates For Arthritis

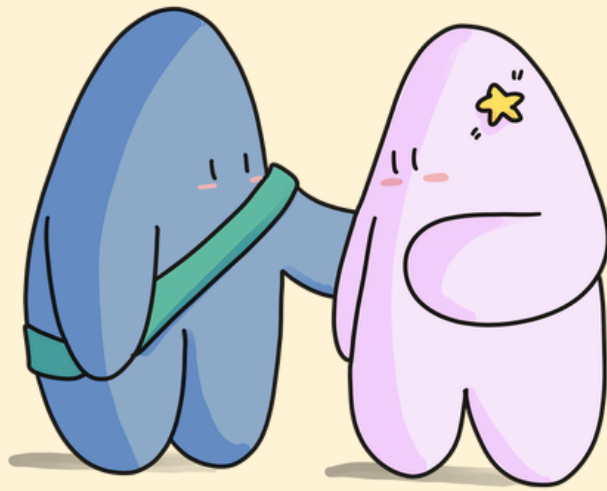


In October 2025, we introduced a programme designed specifically for individuals living with arthritis. This programme emphasises controlled, low-impact movements that strengthen the core, improve joint stability, enhance flexibility, and support better posture, while helping to reduce pain and stiffness. Beyond its physical benefits, Pilates also nurtures balance, body awareness, and overall wellbeing, providing a holistic practice for both body and mind.

Tai Chi For Arthritis



Over the course of 2025, we partnered with community organisations such as National Library Board, The Helping Hand, Thye Hua Kwan, Lentor Health and Kwong Wai Shiu Hospital to conduct our Tai Chi for Arthritis programme, which promotes balance, strength, and mobility among older adults, supporting healthier and more active ageing.



COMMUNITY

ENGAGEMENT

Lakeside Primary School



In celebration of Children’s Day on 2 October 2025, we visited Lakeside Primary School to inspire students to give back to the community - and the response was nothing short of heartwarming. Students eagerly participated by making donations in exchange for a soft toy, demonstrating both generosity and enthusiasm for the cause. We are grateful to Lakeside Primary School for their hospitality.

Rosyth Primary School



In July 2025, We hosted a school engagement booth at Rosyth Primary School, where we engaged with students to raise awareness about juvenile arthritis. It was a day of fun-filled activities and fruitful learning for the students of Rosyth Primary School. We thank Rosyth Primary School for the opportunity to engage and spread kindness.

SportsCares: “A Day To Remember” Carnival

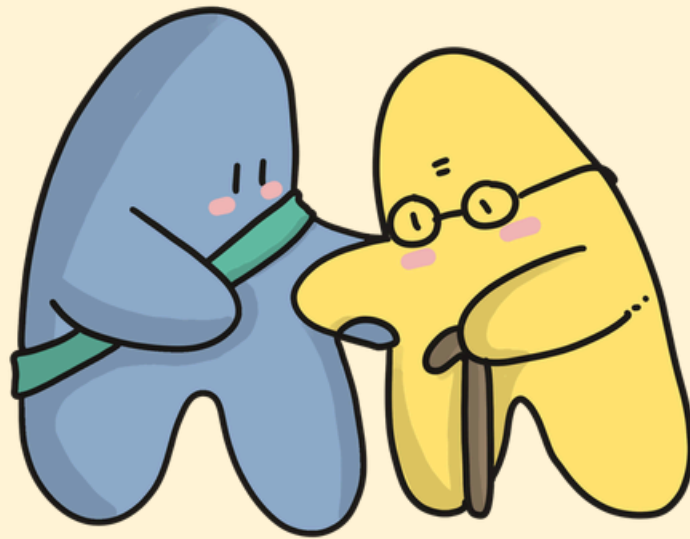


On 18 October 2025, we participated in SportCares – “A Day to Remember” Carnival, a meaningful event organised by Sport Singapore and SportCares to foster community bonding through sport, wellness, and care. With over 1,000 attendees, the event was designed to support seniors and persons living with dementia. Through our Tai Chi demonstration, the event encouraged meaningful social interaction and active living. We thank Sport Singapore and SportCares for this partnership.

Corporate Wellness Workshops



Our corporate wellness talks reached organisations like China Life Insurance, StarHub, Rohde & Schwarz, CapitaSpring, and the National Library Board. Our physiotherapist addressed common workplace injuries and demonstrated exercises to reduce joint strain and improve body mechanics.



SUPPORT GROUP

ACTIVITIES

Beautiful Sunday



In partnership with Esplanade – Theatres on the Bay, our members got to attend Beautiful Sunday monthly from Q3 2025, a popular free concert series celebrating home-grown music at the Esplanade Concert Hall.

World AS Day Walk



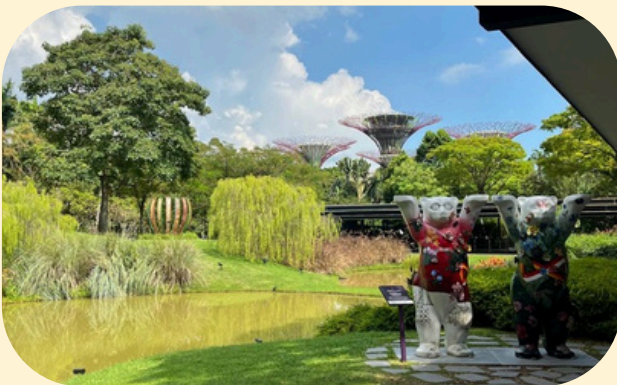
To celebrate World Ankylosing Spondylitis Day, a nature walk was held at Labrador Park on 10 May 2025. Participants, including our members, AS patients, Smith+Nephew staff and families, and Eunoia Junior College volunteers, came together to enjoy Singapore's waterfront and build new friendships.

Pizza Making Workshop



On 28 June 2025, we hosted a fun-filled parent-child bonding session at the Pizza Hut outlet at HarbourFront Centre, attended by members. Over 1.5 hours, families enjoyed making their own Chicken Supreme pizzas, creating lasting memories together. We extend our heartfelt thanks to Pizza Hut for their generous support in making this event a success.

Gardens by the Bay



On 5 December 2025, our members and their families enjoyed a misty adventure where nature met excitement at Gardens by the Bay. Surrounded by lush greenery and waterfalls, participants explored the Cloud Forest and Flower Dome as they immersed themselves in the thrilling Jurassic World: The Experience.

Keppel Golf Clinic



On 31 July 2025, Keppel Club Singapore hosted a golf clinic session with us. The event provided an opportunity for members to learn and play golf under the guidance of a professional coach from the club. Members of the Foundation joined us for a day of fun and learning.

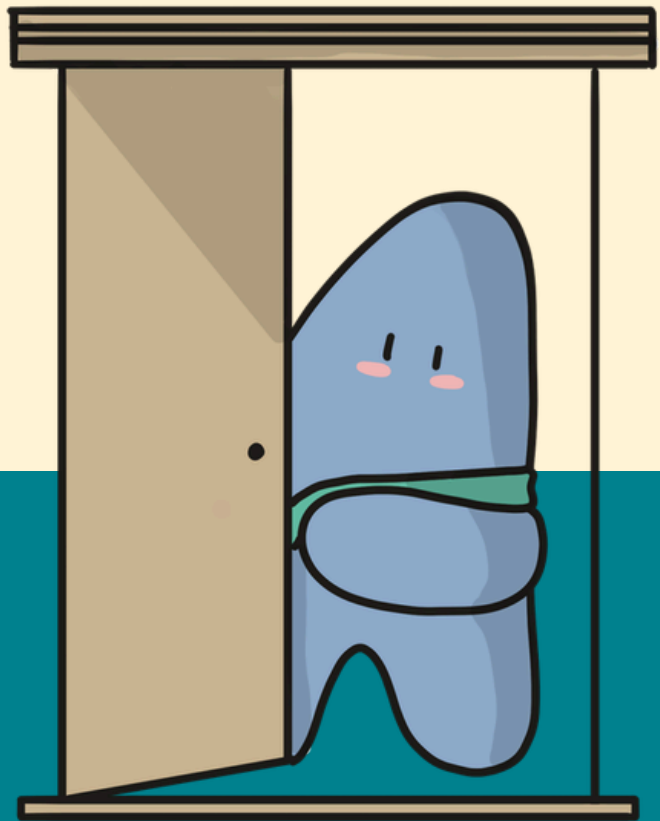
We extend our heartfelt appreciation to Keppel Club Singapore for providing such an amazing experience and for making our event a success.

JIA Day



We hosted JIA Day on 29 November 2025 at the Singapore Zoo, in collaboration with KK Women's and Children's Hospital (KKH). This event was sponsored by CapitalLand Hope Foundation. This event brought together over 110 persons, comprising families, caregivers, and children for a meaningful Saturday centred on learning, connection, and shared experiences. Families got to visit the zoo and young ones got to enjoy a wonderful time.

*THE
YEAR*



AHEAD

2026

The Year Ahead 2026

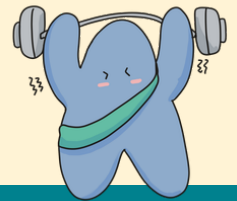
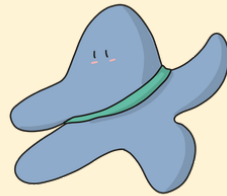
The progress we made in 2025 has given us a strong and confident foundation from which to grow. In the year ahead, we will deepen the relationships we have built with our members and beneficiaries, and further extend our community outreach with the hope that every person living with arthritis and a rheumatic condition receives the support, knowledge, and care they deserve. Young people are the future of our community, and in 2026, we hope to build on the inroads we made into schools, to help children understand more about juvenile arthritis and how they can support their peers who attend school with such a condition.

In 2025, we took our first steps into the workplace and found a genuine appetite for what we do. Across seven corporate partners, 258 employees took part in our wellness workshops, many of them encountering the Foundation for the very first time. In 2026, we will build on those relationships and endeavour to engage corporate partners in CSR activities with the Foundation's beneficiaries. By partnering with corporate organisations through these workshops, NAF creates meaningful opportunities to bring businesses and charities together to uplift the lives of individuals living with arthritis and rheumatic conditions, driving greater impact through shared purpose and collective support.

Some of the most powerful support a person living with arthritis can receive comes not from a clinician, but from someone who truly understands what they are going through. In 2026, we will continue to nurture our members to lead peer support activities themselves, transitioning to a volunteer-driven model that puts lived experience at its centre.

We are proud that our various programmes received an overall satisfaction score of 8.82 out of 10 in 2025, a testament to the dedication of every therapist, instructor, and volunteer who shows up for our participants week after week. In 2026, we will remain deeply attuned to the evolving needs of patients, continuously seeking insights and forging partnerships to develop meaningful programmes—expanding our range of offerings to better support their care, wellbeing, and quality of life.

Leveraging on technology as we strive to achieve our goals, we will be introducing an advanced membership system next year that rewards and incentivises active participation in our programmes, using gamification to encourage sustained engagement, healthier lifestyles, and ultimately longer mobility for all.



VOICES OF

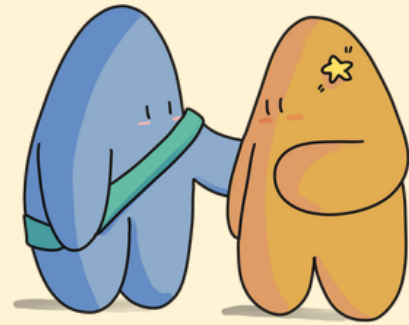
OUR MEMBERS

Voices of Our Members

Support Group

“The patient sharing session was very helpful. Fellow patients shared their experiences and how they cope with their condition, which inspired me and helped me learn how to cope better. More importantly, it reminded me that I am not alone. I am very grateful for the session and to NAF for organising it.”

~ Ng Peck Hia



Hydrotherapy

“I discovered NAF while searching for hydrotherapy classes for my mother after her doctor recommended light exercise for her rheumatoid arthritis. The team responded promptly and clearly, and I was pleasantly surprised that the programme is subsidised. My mother now sleeps better and looks forward to every session. The therapists are attentive and caring, giving me great peace of mind. I’m truly grateful to NAF for organising such meaningful classes.”

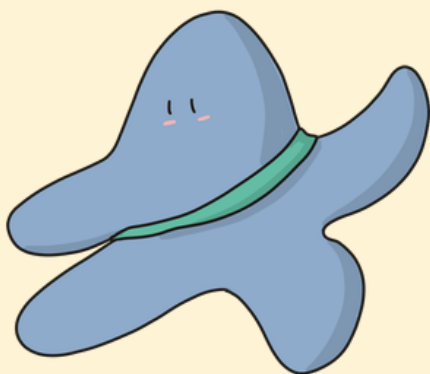
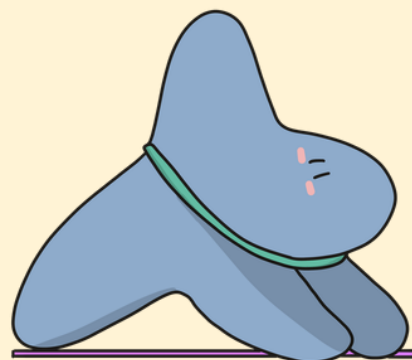
~ Serene Lim (daughter of Mdm Alice Ho)

Voices of our members

Pilates For Arthritis

“I am very grateful to NAF for organising the Pilates classes and securing a suitable instructor and programme at a subsidised rate for beneficiaries like us. As someone living with ankylosing spondylitis, these sessions have improved my mobility, posture and flexibility, while helping to slow physical deterioration through safe, guided exercise. I truly appreciate having an activity that supports both my physical and mental well-being, and I am thankful to NAF for making this meaningful programme accessible.”

~ **Edwin Teoh**



Tai Chi For Arthritis

“I absolutely love these exercise sessions. They keep me active while giving me the chance to connect with new friends. Starting a morning exercise routine has been wonderful—it may be gentle, but it still gets me sweating and keeps me fully engaged.”

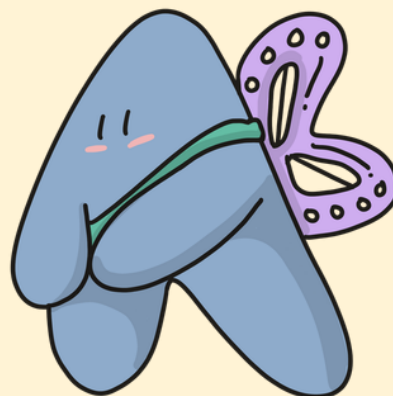
~ **Amarjeet Singh Kaurah**
@ **Terence Adrian Kaurah**

Voices of Our Members

Support Group

“Our support group outings to Beautiful Sunday at the Esplanade and the visit to Gardens by the Bay event have fostered meaningful bonding among members and their families. Sharing sessions have also been valuable, encouraging members to exchange knowledge and experiences for everyone’s benefit.”

~ **Sim Eng Pang**



Governance

Board Meeting Attendance:

A total of 4 Board meetings and one AGM were held during the financial year. The attendance of each Board member at the meetings is set out below.

Members	17 January 2025	29 April 2025	28 May 2025 (AGM)	30 July 2025	29 October 2025
Benjamin Gaw	Y	Y	Y	-	Y
Anindita Santosa	Y	Y	Y	Y	Y
Lisa Yeoh	-	Y	Y	Y	Y
Fang Lee Wei	NA	NA	Y	Y	Y
Steve Manning	-	Y	Y	Y	Y
Yeong Wai Teck	Y	-	Y	Y	Y
Felix Wang	Y	Y	Y	Y	Y
Margaret Ma	Y	Y	-	-	Y
Chris Choo	-	Y	Y	Y	Y
Prudence Chan	Y	-	Y	-	Y
Adrian Lau	Y	Y	Y	-	Y
Daphne Ng	-	-	-	Y	-
Neo Chia Reei*	Y	Y	-	NA	NA
Amees Parikh*	Y	Y	-	NA	NA
Yvonne Goh*	-	Y	-	NA	NA
Jeannie Ong*	Y	Y	-	NA	NA

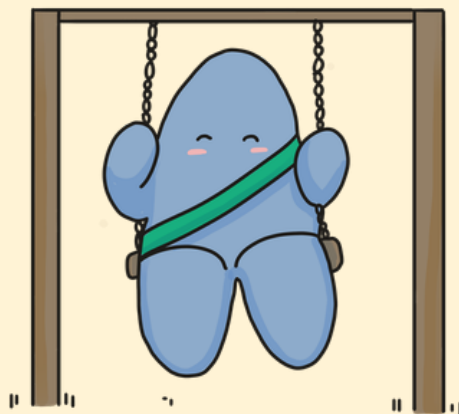
*Members stepped down from May 2025.

Governance

Role of the Board:

The Board plays a crucial role in guiding the strategic direction of the Foundation, overseeing its programmes and objectives, and ensuring that the charity remains aligned with its vision and mission through strong governance practices. By providing leadership and accountability, the Board helps steer the organisation towards sustainable growth and meaningful impact in the community.

In addition, the Board is responsible for approving the Foundation's annual budget and closely monitoring financial expenditures to ensure responsible resource management. To facilitate the effective implementation of the Foundation's initiatives, sub-committees, as outlined in the Organisational Structure, convene with the executive team to develop execution strategies, assess progress, and address challenges. These committees work collaboratively to translate the Board's strategic plans into actionable steps, ensuring the Foundation's programmes remain impactful and aligned with its long-term goals.



GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance’, please explain
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	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" refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re appointment, at least once every three years.	2.5	Yes	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment 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	

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b.</p>	2.9d	Yes	
Principle 3: The charity acts responsibly, fairly and with integrity				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	<p>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.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	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 Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.4	Yes	

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

20	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.5	Yes	
Principle 4: The charity is well-managed and plans for the future.				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes	
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	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	

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

25	<p>Set internal policies for the charity on the following areas and regularly review them:</p> <ul style="list-style-type: none"> a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer Management*; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection. 	4.4	Yes	
26	<p>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.</p>	4.5	Yes	
27	<p>The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.</p>	4.6	Yes	
<p>Principle 5: The charity is accountable and transparent.</p>				
28	<p>Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).</p>	5.1	Yes	

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
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	
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	

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

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