



ANNUAL REPORT

2022



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ABOUT NAF

National Arthritis Foundation (“NAF” or “Foundation”) was set up on 27 June 1984 as a society. It was registered under the Charities Act (Chapter 37) on 15 April 1985.

NAF has been an Institution of a Public Character (“IPC”) since 1985; its IPC status was most recently renewed for three years from 5 December 2022 to 4 December 2025.

The Foundation has the Constitution (updated 1 June 2019) as its governing instrument.

1.1 Objective

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

- **Patient Welfare:** Provide financial subsidy for underprivileged Singaporeans and Permanent Residents suffering from arthritis.
- **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 and Impact:** Execute projects rendering service to help arthritis sufferers 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.



ABOUT NAF

1.2 Policies

Funding Sources

The Foundation is supported financially by donations from its members, companies/ corporations, well-wishers and the general public.

Memberships

The Foundation's membership consists of approximately 320 members.

Primary Function

The Foundation's activities are open to the public and are geared towards helping arthritis sufferers, their families and caregivers, with a focus on providing financial subsidies to defray the high and prolonged cost of medical treatment to underprivileged arthritis patients through its Patient Subsidy Care Fund. It also has a Juvenile Idiopathic Arthritis (JIA) Fund set aside to assist children below 16 years old who suffer from arthritis.



OVERVIEW OF NAF

Unique Entity Number (UEN) : S84SS0010J

Registered Address :

420 North Bridge Road
#03-38 North Bridge Centre
Singapore 188727

Banker : DBS, UOB and Maybank

Auditor : Kreston David Yeung PAC

Investment Adviser(s) : Not Applicable



CHAIRMAN'S MESSAGE



As pandemic restrictions eased, we were challenged into adjusting to a new normal. We discovered that while we could once again resume physical events like fundraisers and support group activities, not every programme received the expected results as people re-prioritised their time and budget towards pent-up demand for events in line with their interests.

We are therefore heartened by the fact that we still managed to end the year on a good footing, improving our cash balances by 17% and achieving close to 10% increase in net surplus over 2021, in addition to the heightened community impact we made with our educational and support group programmes. About 350 people benefitted from participating at these specially curated activities that provided good opportunities for interactions among those who could relate their disease journey with each other.

More funds were transferred into our Patient Subsidy Care Fund as our executive team did their rounds with rheumatologists and medical social workers at all the restructured hospitals to remind them that they could apply to this fund to help financially strapped patients with medical costs. With over \$553,000 in the kitty, we are now considering subsidising other costs related to patients' arthritis treatments so that the Patient Subsidy Care Fund stays relevant to its purpose of supporting more financially needy arthritis sufferers.

We also submitted our proposal to the President's Challenge Fund 2022 for establishing our NAF Care and Rehabilitation Centre and were successful in receiving an allocated funding of \$237,500. The Centre aims to benefit residents in the vicinity with services that promote joint health, especially to those suffering from arthritis or joint related ailments.



CHAIRMAN'S MESSAGE

We staged our second run of the virtual cycling event that debuted last year. Moove For Hope included runners and walkers as well and resulted in over 1,200 participants who took to blazing their own biking, running and walking routes in the spirit of fundraising for arthritis sufferers. As part of the lead up to this four-week event, we worked with media partners to place event promotions and disease awareness messages inside MRT trains and on advertising screens island-wide, which earned good mileage for our community outreach efforts.



NAF scored its first Charity Transparency Award (CTA), an honour bestowed on charities that have displayed high standards of governance and transparency. The Award is a testament of how the collective wisdom and effort of the Board and staff, working in unison, can build public trust, which is the hallmark of an effective charity organisation.

On this note, I am sanguine about the Foundation's ability to impact more lives despite being confronted by an uncertain economic situation in the year ahead. We remain grateful to all our supporters and donors and continue to draw strength from their generosity in carrying out our mission.

Adj. Prof. Lau Tang Ching
Chairman



LEADERSHIP

4.1 Governing Board Members



Lau Tang Ching*
Chairman, 2022-2023
[Member since 2012]



Benjamin Gaw Ying Charn*
Dy Chairman, 2022-2023
[Member since 2012]



Felix Wang Twe Feng
Treasurer, 2022-2023
[Member since 2021]



Anindita Santosa
Secretary, 2022-2023
[Member since 2017]



John Steven Manning
Member, 2022-2023
[Member since 2017]



Yeong Wai Teck
Member, 2022-2023
[Member since 2018]



Neo Chia Reei
Member, 2022-2023
[Member since 2018]



Ameer Parikh
Member, 2022-2023
[Member since 2018]

LEADERSHIP

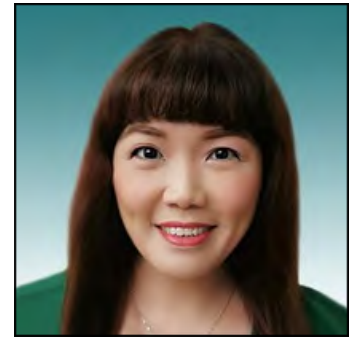
4.1 Governing Board Members



Ooi Pei Ling
Member, 2022-2023
[Member since 2020]



Yvonne Goh
Member, 2022-2023
[Member since 2020]



Jeannie Ong Bee Koon
Member, 2022-2023
[Member since 2020]



Stacey Margaret Har Yin
Member, 2022-2023
[Member since 2022]



Yeoh Soon Hwa
Member, 2022-2023
[Member since 2022]



Choo Chai Leong
Member, 2022-2023
[Member since 2022]

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

**Adj. Prof. Lau Tang Ching and Mr Benjamin Gaw have served as Board members for 10 years. Due to their significant contributions to the Foundation in their respective areas of domain expertise (As a rheumatologist, Dr Lau provides expert insights on developments within the disease landscape, while Mr Gaw draws from his wealth of experience as a lawyer to advise the Foundation on compliance and/or legal issues). For these reasons, the Board endorsed and encouraged both to stand for re-election so as to continue benefitting from their invaluable service to the Foundation.*

LEADERSHIP

4.2 Council Members



Low Beng Tin
President, 2021-2023
[Member since 2018]



Sin Boon Ann
Vice-President, 2021-2023
[Member since 2013]



Kelvin Lim
Vice-President, 2021-2023
[Member since 2013]



Wong Kar King
Vice-President, 2021-2023
[Member since 2014]



Zulkifli Mohammed
Vice-President, 2021-2023
[Member since 2016]



LEADERSHIP

4.2 Council Members



Lim Khoon Leng
Vice-President, 2021-2023
[Member since 2016]



Lau Tang Ching
Member, 2022-2023



Anindita Santosa
Member, 2022-2023



Felix Wang Twe Feng
Member, 2022-2023



LEADERSHIP

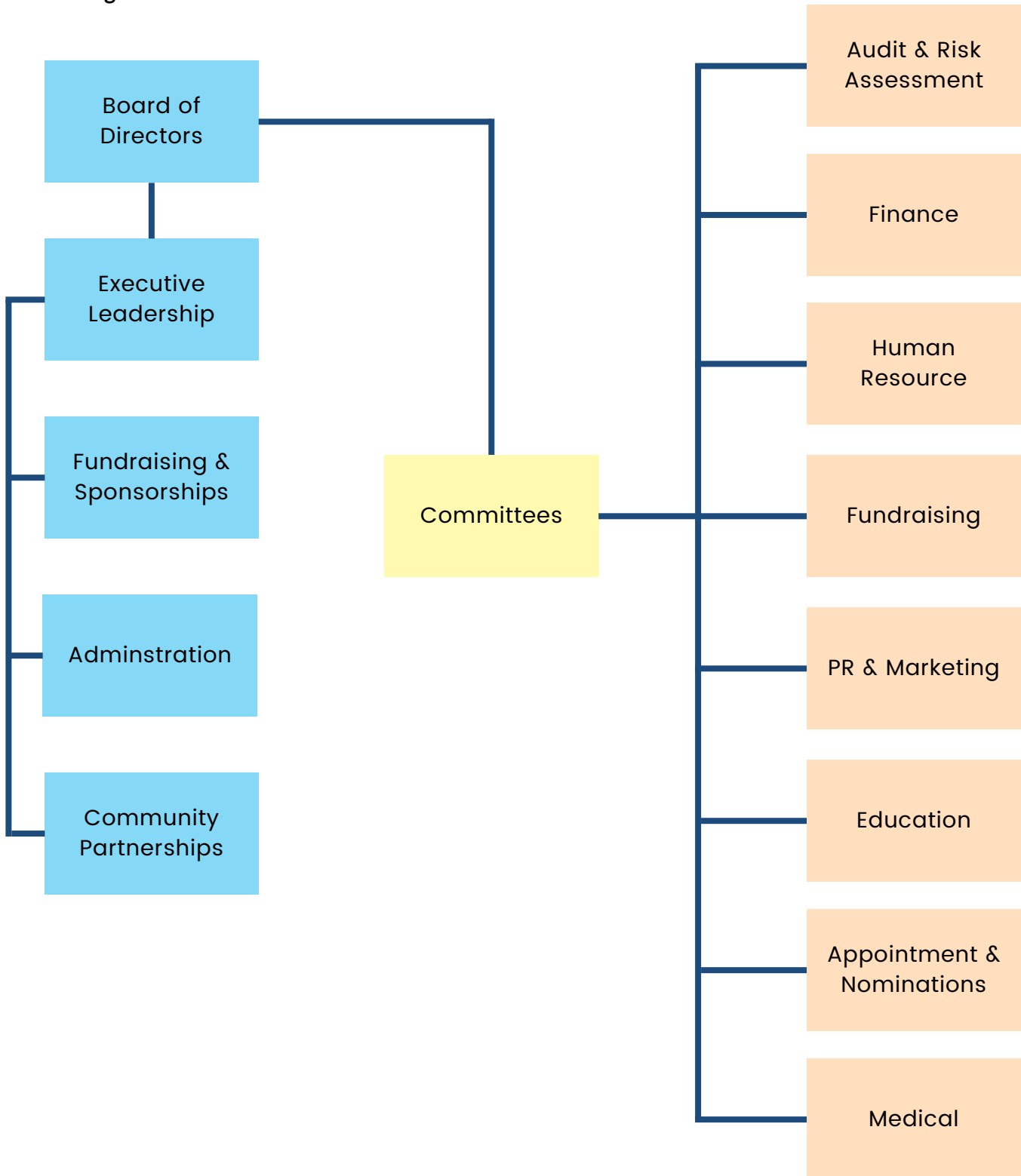
4.3 Executive Management

Name	Designation	Date of Current Appointment
Gerald Koh	Executive Director	1 Sep 2021 [Joined since 2018]
Audrey Koh	Deputy Director, Fundraising & Sponsorships	1 Feb 2020 [Joined since 2020]



LEADERSHIP

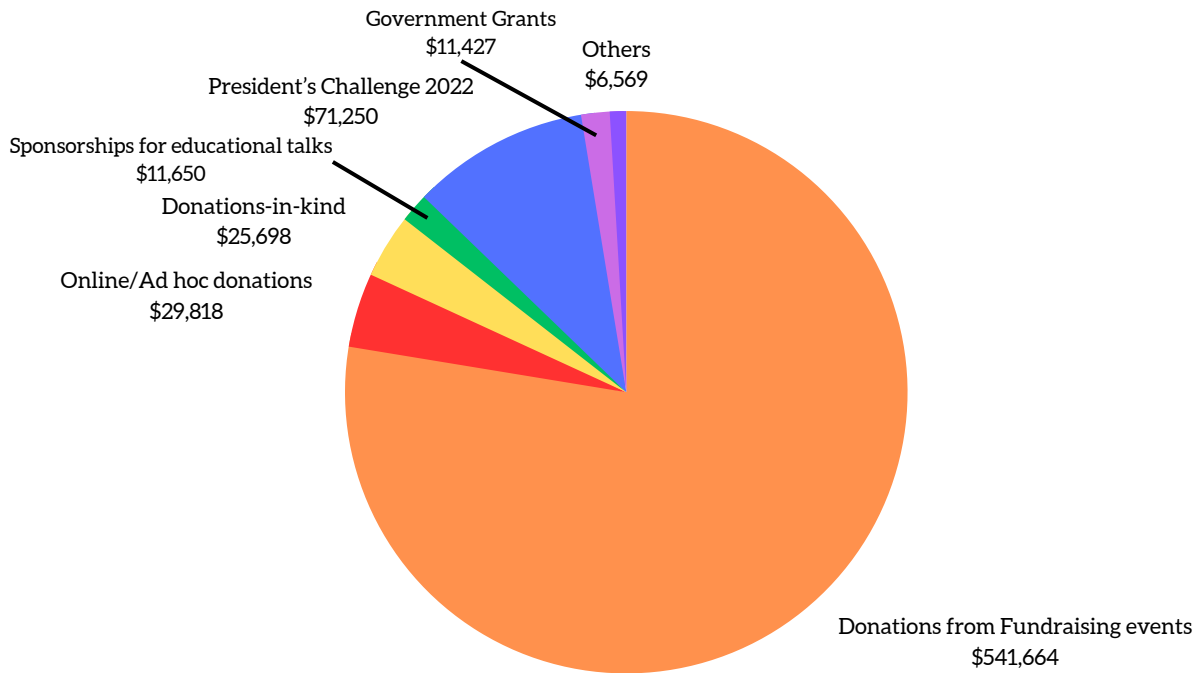
4.4 Organisational Structure



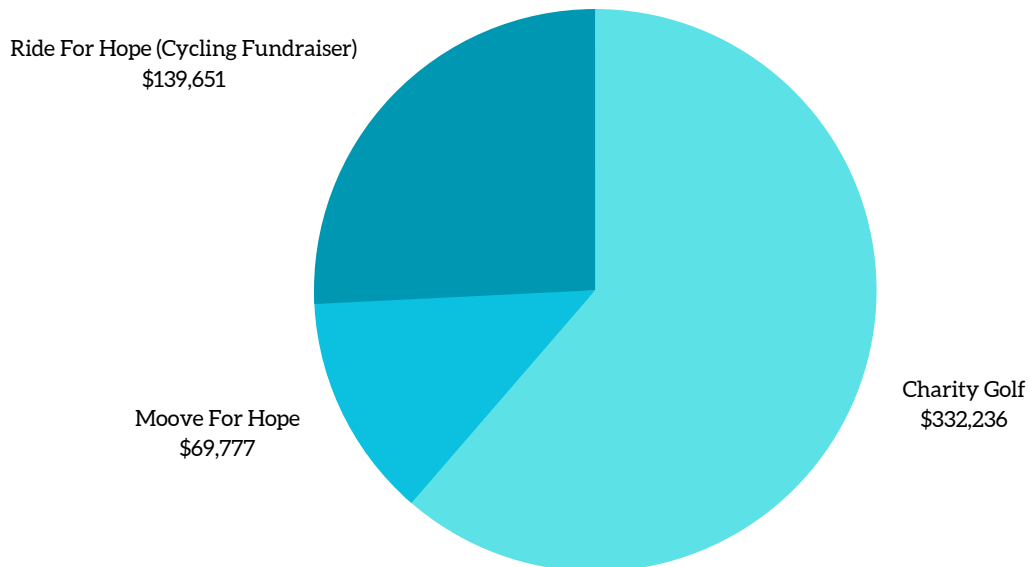
HIGHLIGHTS OF THE YEAR

5.1 Summary Financial Performance

Total Income



Contributions from Fundraising Events



HIGHLIGHTS OF THE YEAR

The Foundation organised two major fundraisers for the year.

The NAF Charity Golf 2022 was held at Laguna National Golf Resort Club on 23 March 2022. With the easing of the Covid-19 Safe Management Measures that allowed for more social interactions, the event raked in \$332,236.

On the heels of last year's successful cycling fundraiser – Ride For Hope – a second edition of the virtual cycling event was staged over one month from September to October 2022. Called Moove For Hope, this year's event consisted of both cycling and running categories. \$69,777 was raised from Moove For Hope.

A proposal for the setting up of NAF care and rehabilitation centre was submitted for funding request from the President's Challenge (PC) fund. The Foundation was successful in getting the PC grant allocation, having received \$71,250 during the year as the first disbursement (of two disbursements) for the project.

Costs were well-contained in FY2022. Total expenditure for the year fell 22.9% over FY2021 to \$328,062 including disbursements for medical subsidies, mainly due to savings in manpower costs. Natural attrition in staff as well as a tight labour market that made hiring tougher resulted in a leaner full-time team for the entire year.

Financial Position

Overall surplus for FY2022 grew 9.6% year-on-year to \$250,269.

Net assets as at 31 December 2022 was \$1,865,266, compared to \$1,665,669 the previous year. Cash at bank saw a 17.3% increase over FY2021 - as at 31 December 2022, bank balances stood at \$1,823,193.



HIGHLIGHTS OF THE YEAR

5.2 Community Impact

NAF continued its pursuit in raising the awareness of arthritis through educational activities. Through 5 webinars and the annual Juvenile Idiopathic Arthritis (JIA) event, close to 200 attendees benefitted from these programmes held over the year. In addition, there were 8 in-person social activities organised for the Ankylosing Spondylitis Club and the Juvenile Arthritis Club support groups. From parent-child macaron-baking classes to picnics and hikes, about 150 club members had the opportunity to interact with each other through participation at these mini events.

The Moove For Hope running and cycling fundraiser further drew another 1,200 participants, many of whom became more aware of arthritis having seen the event's outreach advertisements on the MRT trains and media screens of over 400 commercial buildings island-wide.



The twice weekly Tai Chi for arthritis classes held over Zoom kept up its momentum with regular attendance by a group of 35 people keen to maintain their joint mobility.



HIGHLIGHTS OF THE YEAR

5.3 Transparency & Governance

NAF was a recipient of the Charity Transparency Awards (CTA) 2022. Over 200 charities had submitted their entries for the CTA, and NAF emerged as one of the 85 winners recognised for their efforts in upholding governance and building public trust in the sector.

NAF was also one of 4 finalists for the Charity Governance Awards (CGA) 2022 (medium-sized charity category). The CGA is awarded to a charity that has obtained high governance standards.

5.4 Snapshot of Major Milestones for the Year

Date	Activity
Jan - Dec	Online donation seasonal campaigns on Giving.sg and Deeda.care
	Series of 5 educational webinars
23 Mar	NAF Charity Golf Day
28 May	38th Annual General Meeting
23 Sep - 23 Oct	Moove For Hope (virtual running/cycling fundraiser)
9 Nov	Charity Transparency Awards
26 Nov	JIA Day (virtual event)



HIGHLIGHTS OF THE YEAR

5.5 Principal Funding Sources

The Foundation's income is primarily funded by individual and corporate donations, supplemented by the government's Enhanced Fundraising Programme. While regular supporters continued to donate to NAF's fundraising events, more effort has been expended to nurture new donor bases through the staging of mass appeal events like Moove For Hope and public forums and talks.

Donations from fundraising events amounted to \$541,554, which contributed to 78% of funds raised for 2022.

\$71,250 was received from the President's Challenge in support of NAF's planned provision for a care and rehabilitation centre. This is the first of a two-tranche disbursement by the President's Challenge.

Online donations realised another \$29,818; NAF's main online donor channels are its website, Giving.sg and Deeda.care.

5.6 Explanation of the Purposes for which the Foundation's Assets are Held

The Foundation sets aside a Patient Subsidy Care Fund for the purpose of meting out financial assistance to underprivileged arthritis patients, especially those who require help in paying for the necessary medical treatments and/or therapeutic adjuncts to mitigate their condition.

\$50,000 raised from NAF Charity Golf Day 2022 was transferred into the Patient Subsidy Care Fund, bringing the fund's total to \$553,266 as at 31 December 2022.

The CHF-NAF Juvenile Arthritis Programme Fund's year-end balance stood at \$148,391. It is a restricted fund for helping underprivileged arthritis patients below 16 years old defray their medical costs.



PROGRAMMES & ACTIVITIES

Disease awareness and community impact were the main thrusts of the Foundation's programmes during the year. To that end, NAF's educational messages and public branding campaigns were activated at prominent and high foot traffic locations for a month in conjunction with a second edition of NAF's cycling (and running included this year) fundraiser.

The Foundation continued to make progress in its outreach and educational efforts at the grassroots, working with various schools and supporting their respective student projects on arthritis awareness. In addition, more activities were organised to bolster the wellbeing of members in NAF's support groups.



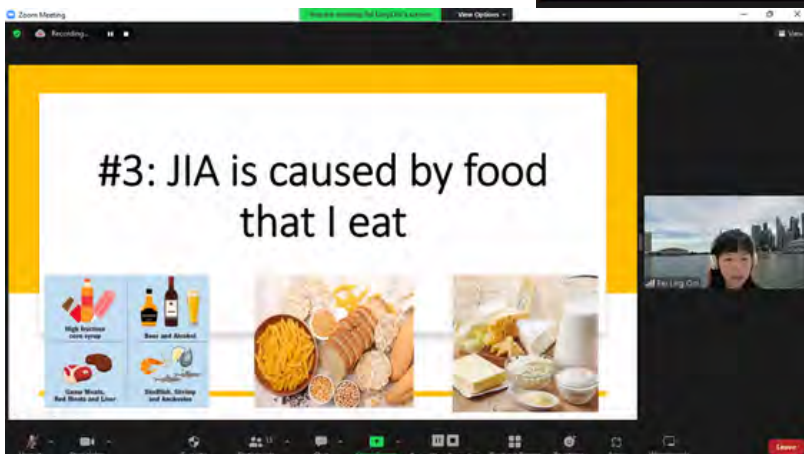
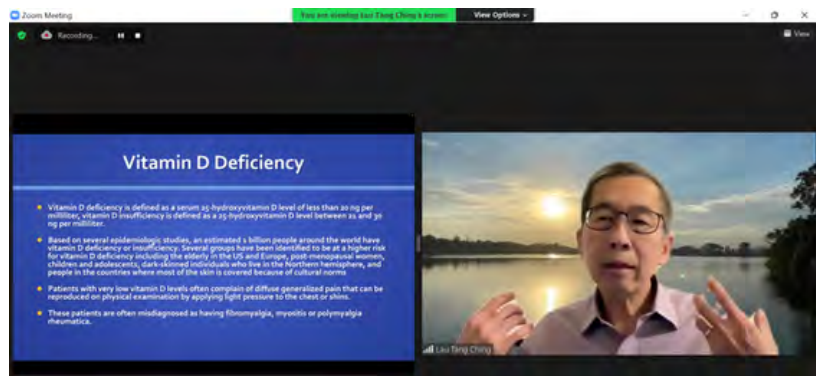
PROGRAMMES & ACTIVITIES

6.1 Outreach Activities

6.1.1 Educational Webinars

About 200 participants tuned into five webinars that focused on specific arthritis conditions and the mental wellbeing of patients and caregivers.

Month	Webinar Topic	Speaker
April	Joint Pain & Vitamin D	Adj. Prof. Lau Tang Ching
May	Two Different Axial Spondyloarthritis	Dr Claire Teo Min-Li
June	Busting Myths about Juvenile Arthritis	Dr Ooi Pei Ling
August	Optimism Leads to a Healthier Me	Dr Jasmine Yeo
October	What is Osteoarthritis?	Adj. Prof. Lau Tang Ching



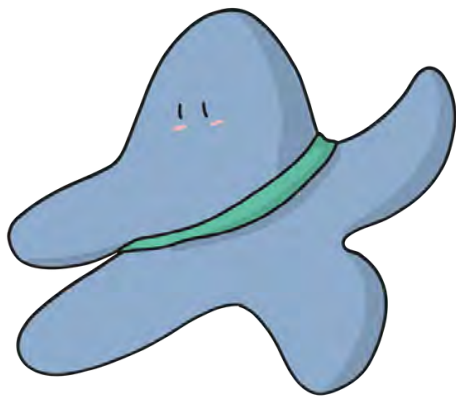
Adj. Prof. Lau (top) and Doctor Ooi (left) going through their respective webinars.

PROGRAMMES & ACTIVITIES

6.1.2 Wellness Programmes

The twice weekly Tai Chi classes conducted live online continued to see strong attendance by a group of about 30 persons.

In November, the Foundation held a Tai Chi workshop that was supported by National University of Singapore. 80 participants spent a Sunday afternoon with Dr Paul Lam – Tai Chi exponent and leader in the field of leveraging Tai Chi for health improvement – learning about the benefits of Tai Chi.



Adj. Prof. Lau Tang Ching conducting his Tai Chi lessons for all to learn.

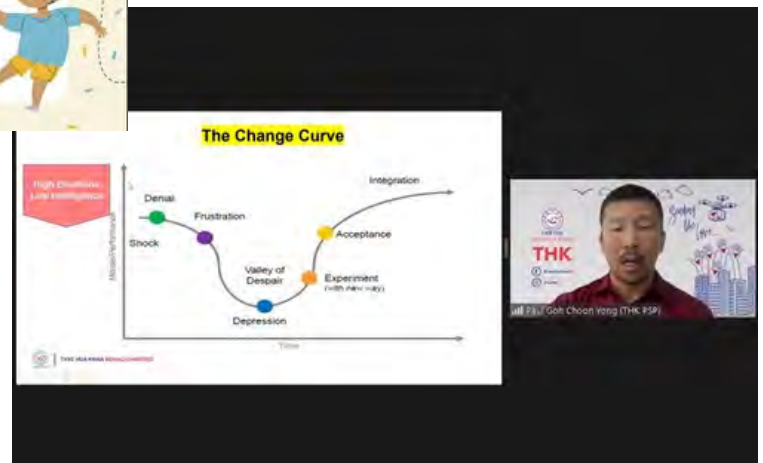
PROGRAMMES & ACTIVITIES

6.1.3 JIA Day 2022

Fostering a resilient parent-child relationship was the theme for JIA Day 2022. 40 attendees tuned in over Zoom for this virtual event held on 26 November 2022, where they learnt to equip themselves with coping mechanisms that help reduce mental stress and facilitate better understanding of their child's behaviours to enhance the parent-child bond. The event, sponsored by Capitaland Hope Foundation and supported by National University Hospital and KK Women's and Children's Hospital, concluded with scrumptious meals delivered to participants' homes.



Guest Speaker, Mr Paul Goh, explaining the 'Change Curve' to webinar participants



PROGRAMMES & ACTIVITIES

6.1.4 Support Group Activities

A series of social activities for the Foundation's support groups, namely the Ankylosing Spondylitis Club and the Juvenile Arthritis Club, were organised to provide opportunities for club members to get to know each other. These small-group activities allow for building more intimate ties between like-minded people, helping them to find encouragement in their journeys of living with arthritis.

Month	Activity
June	Macaron-Baking
June	Picnic @ Marina Barrage
June	Kampong Glam Walk
June	Hiking @ Dairy Farm Natural Park
August	Visit to Sembawang Hot Springs
December	Terrarium-Making Workshop
December	Group Cycling



PROGRAMMES & ACTIVITIES

Macaron-Baking Workshop

A fun and simple parent-child workshop, this baking session (sponsored by Kenko promoted bonding between caregivers and their children. As the event occurred amidst the COVID-19 pandemic, attendees were very grateful for this chance to make up lost family time.

The event went beyond just baking as many of the attendees left with newfound friends and strengthened relationships.

“We couldn’t travel due to covid and were very excited to have an event like this to bond with other families. Through the workshop, I got to know other parents whose kids also had JIA and whose symptoms were much worse.” ~ Pauline Lue, Mother of JIA Club Member.



JIA Club members and their caregivers after a successful session of macaron baking.



PROGRAMMES & ACTIVITIES

Picnic @ Marina Barrage

This casual rest and relaxation event was fronted by HCI's Project Cratos Group who worked alongside NAF staff. Attendees took part in activities such as DIY Kite-Making, Frisbee-play session, as well as a live first aid demonstration performed by the HCI students themselves.

The event was a very good opportunity for a family outing while staying active and gaining new knowledge.

"I find it very impressive that these students have devoted their time to serving the community. My family enjoyed ourselves and we deeply appreciate the effort that they have put in for the event." ~ Cherrie Hon, Mother of JIA Club Member.



JIA Club, their caregivers and Project Cratos students enjoying the picnic on a cloudy afternoon at Marina Barrage.



PROGRAMMES & ACTIVITIES

Kampong Glam Walk

A short walk from NAF's office to Kampong Glam, attendees were treated to a sight of Singapore's national heritage buildings and architecture along the way. They also got to mingle with each other and enjoy pop quizzes. A participation gift was also given to all attendees.

An educational yet physically engaging trip, many walked away with a better understanding of our cultural architecture.

"I had an enjoyable afternoon with fellow AS friends as student tour guides showed us the rich history of Sultan Mosque, Malay Heritage Centre and the conservation shop houses in the Kampong Glam district. Thanks to NAF!" ~ Mr Choo Wee Jiang, Ankylosing Spondylitis (AS) Club Member.

AS Club members learning about Singapore's cultural heritage as they walk down Kampong Glam.



PROGRAMMES & ACTIVITIES

Hiking @ Dairy Farm Natural Park

A nature hike organised by Project Cratos and supported by NAF, attendees had the chance to keep fit while mingling with others during this walk. As physical activity is beneficial for joint health, this hike was a good combination of social interaction and physical exercise.



NAF Members & Project Cratos students leisurely walking down Dairy Farm's Natural Park.



PROGRAMMES & ACTIVITIES

Visit to Sembawang Hot Springs

A unique outing where attendees suffering from arthritis had the chance to experience heat therapy. While enjoying the warm waters, attendees also got to soak up some Vitamin D under the warmth of the sun.

Arthritis sufferers felt motivated and stronger after learning more about their illness and the experience of fellow sufferers.

“I was deeply encouraged by the older folks who had wonderful families and careers. This helped me realise we are never alone and we have people who are in the (same) shoes and have done brilliantly. It made me realise how important a role NAF has to play towards the autoimmune disease patients in Singapore.” ~ Mr Abrial Pang, Ankylosing Spondylitis (AS) Club Member.



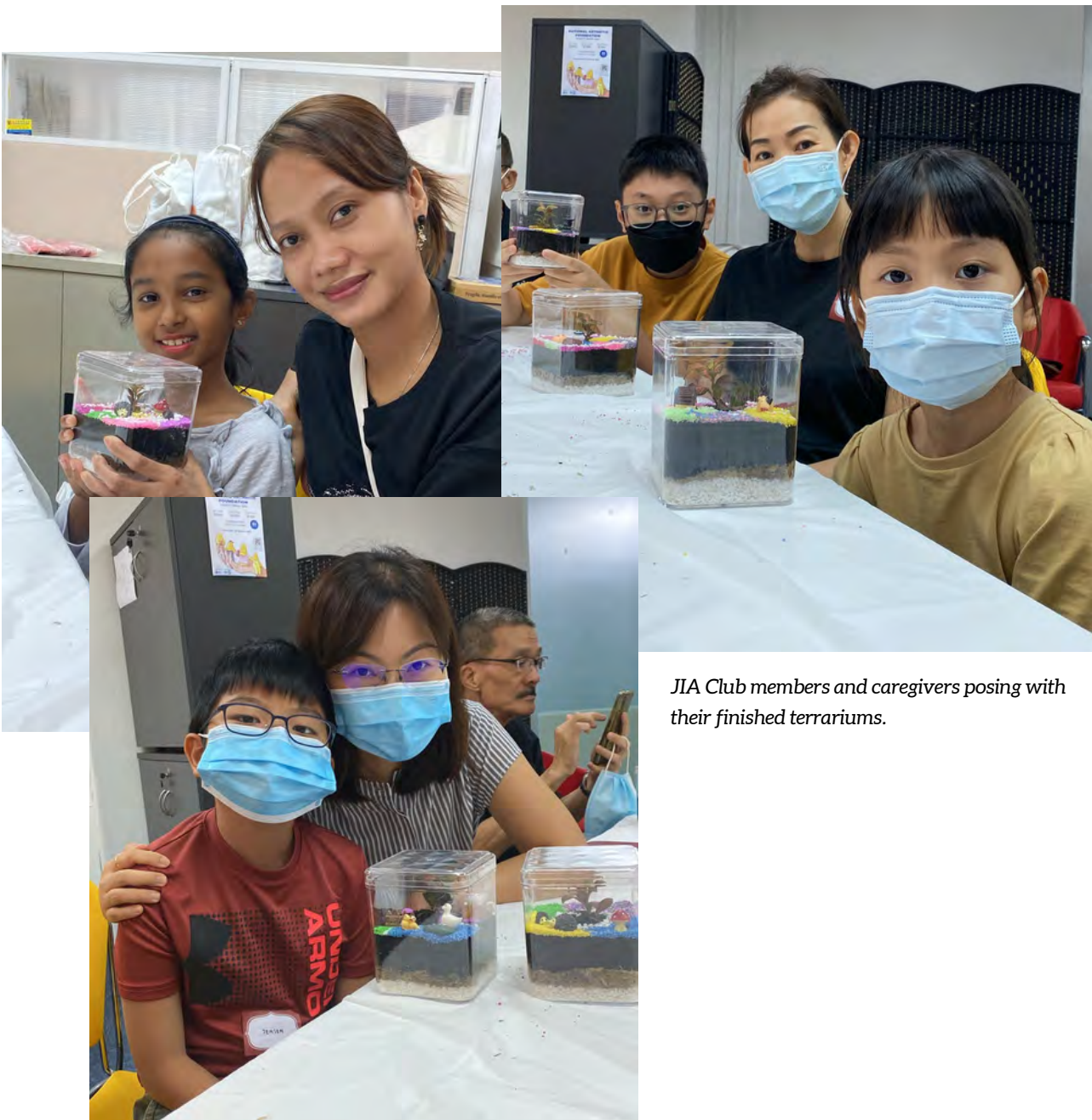
AS Club members under the warm Sun, relaxing at Sembawang Hot Springs.



PROGRAMMES & ACTIVITIES

Terrarium-Making Workshop

This indoor workshop was a change of pace from the outdoors, as attendees were taught how to make their very own ecological container. It was a cosy and relaxing event in which both adults and children had fun learning about and creating their very own terrariums.



JIA Club members and caregivers posing with their finished terrariums.

PROGRAMMES & ACTIVITIES

Group Cycling

Jointly organised by NAF and Project Cratos, this cycling expedition garnered strong response. Cycling is a less physically taxing activity that has been known to promote joint health when done in moderation.

“Cycling can be one group event that could help encourage the patients to stay active. We organised a 20km trip starting from Khatib MRT to Sembawang Hot Springs. We appreciate the students’ help and NAF for sponsoring the events. Let’s keep the momentum going and work out more activities for the patients.” ~ Mr Alan Chan, Ankylosing Spondylitis (AS) Club Member.



AS Club members and friends enjoying themselves on their scenic bike route.

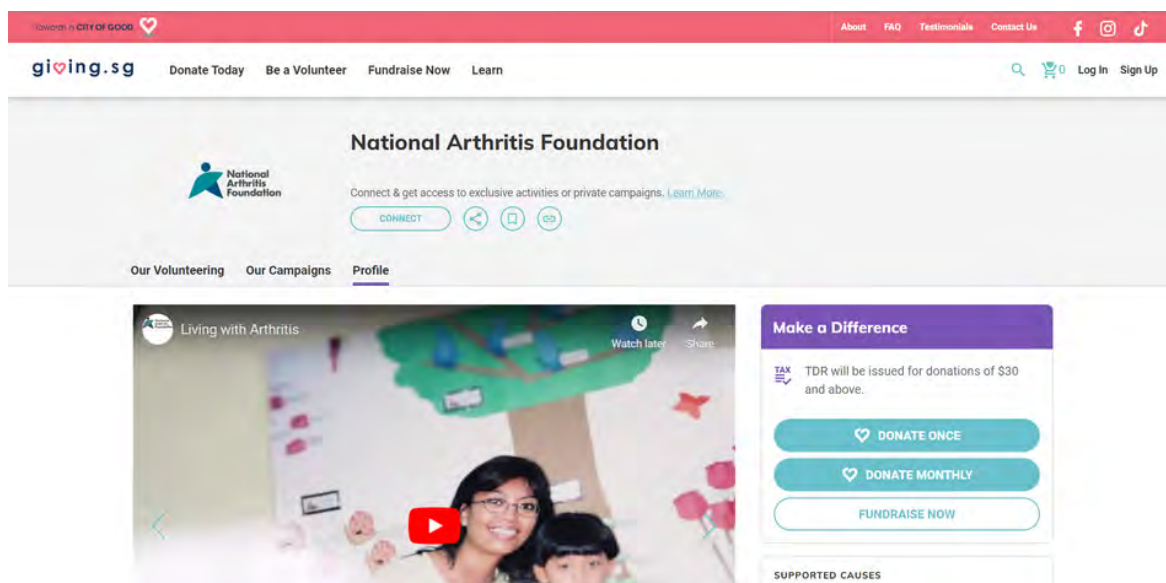
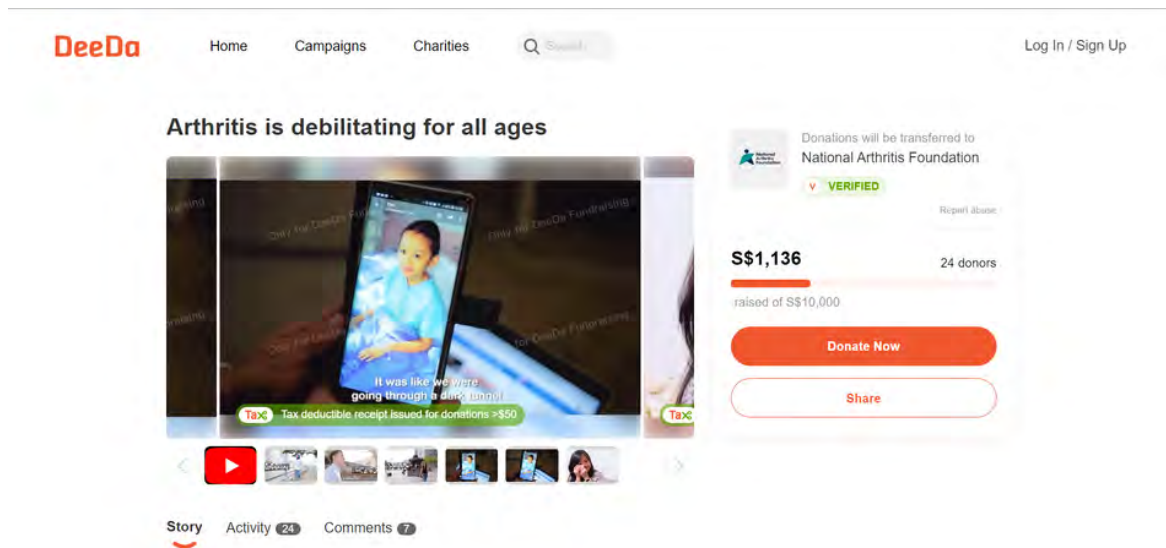


PROGRAMMES & ACTIVITIES

6.2 Fundraising Activities

6.2.1 Online Giving

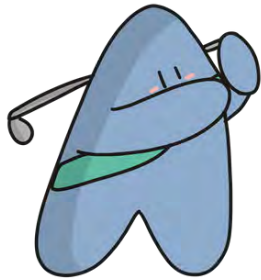
Online donations on Giving.sg and Deeda.care suffered a dip of 9% over the previous year as pandemic restrictions eased globally and more people were re-prioritising how they spent their disposable income (eg. with overseas vacations). Contributions from online donation platforms amounted to \$29,818.



PROGRAMMES & ACTIVITIES

6.2.2 Charity Golf 2022

A fruitful NAF Charity Golf Day, held on 23 March 2022 at the Laguna National Golf Resort Club, brought together 128 golfers who helped to raise \$332,236 for the Foundation.



Swinging for a worthy cause at NAF's Charity Golf held at Laguna National Golf Resort's beautiful Classic Course.

PROGRAMMES & ACTIVITIES

6.2.3 Moove for Hope 2022

Following the success of last year's Ride For Hope virtual cycling fundraiser, the Foundation staged a similar event this year, adding in a category for walkers and runners to join in the fun and help raise funds to fight arthritis while getting a workout. This resulted in over 1,200 persons taking part in the event, a five-fold increase from the previous year even as more were seeking to participate in physical sporting events as pandemic restrictions were lifted. A total of \$69,777 was raised.

Fundraising aside, Moove For Hope was also instrumental in raising the awareness of the Foundation's mission in educating the community on how to better live and cope with arthritis. Advertisements on NAF and the event were shown at the screens of over 400 commercial buildings' lifts and lift lobbies for a duration of 4 weeks, while two Downtown Line MRT trains carried similar in-cabin messages over the same duration.



Participants sharing their accomplished journeys in light of Moove for Hope 2022.

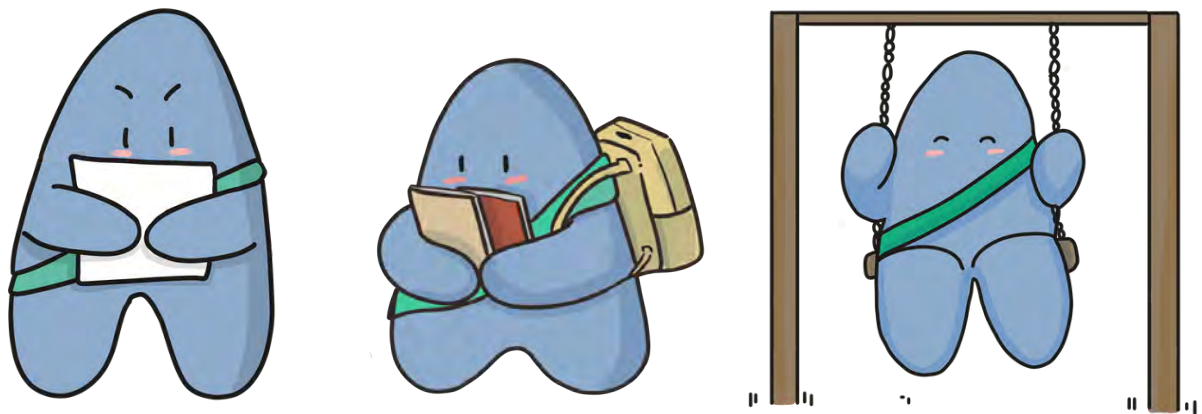
PROGRAMMES & ACTIVITIES

6.3 Community Collaborations

6.3.1 NAF Mascot - Arti

NAF worked with Nanyang School of Fine Arts (NAFA) to have one of its design students intern at the Foundation to improve its brand positioning and the design of its digital assets. One of the initiatives borne out of the four-month project was the development of a new NAF mascot named Arti.

Arti was first introduced in the Moove For Hope advertisements and subsequently featured in the Foundation's digital campaigns. Moving forward, Arti will front NAF's campaigns to improve top-of-mind recall of NAF and arthritis-related communications among the community.



PROGRAMMES & ACTIVITIES

6.3.2 Partnering Schools to Promote Arthritis Education among the Youths

Grassroots initiatives to promote joint health remains a key area of interest for the Foundation. To this extent, NAF continues to partner with students to adopt NAF's missions in executing community projects as part of their curriculum.

NAF was approached by Hwa Chong Institution to collaborate with and mentor its project group, 'Project Cratos'. As a student-driven group, Project Cratos' objective is to help raise awareness and understanding of arthritis, particularly within its student fraternity. Activities planned by the project team were centred around student-patient engagements, where students had the opportunity of befriending arthritis sufferers so that they were able to better empathise with their disease journey.



Project Cratos and its five core members. From left to right: Jun Ren, Darrin, Jayden, Andrew, Yong Kang



THE YEAR AHEAD

Many in Singapore are expected to tighten their belts in order to cope with rising costs of living from soaring inflation in 2023. Against this economic backdrop of fiscal prudence and the end of COVID-19 pandemic spending by the government, the high costs of arthritis treatment are likely to stress many arthritis patients who may find themselves with less avenues for financial support moving forward. It is thus imperative that the Foundation continues to fundraise aggressively to bolster its reserves, ensuring that its assistance to beneficiaries can continue uninterrupted even when there are more calling for help.

To further support underprivileged patients, there are plans to widen the scope of the Foundation's Patient Subsidy Care Fund to help arthritis patients with costs associated with their treatments, like physiotherapy and diagnostic costs. In addition, the establishment of a community patient care facility is on the drawing board now that the project has received a boost with funding from the President's Challenge. This will be an exciting new service for the Foundation to deliver upon, and for both arthritis patients and the wider community to benefit from.

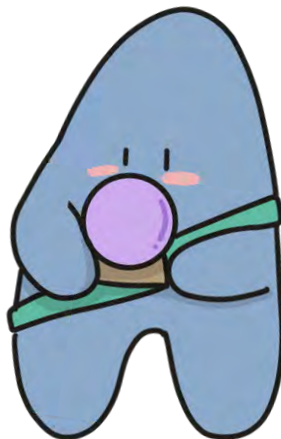
The conflation of local economic factors and global events signify a challenging fundraising environment, but the Foundation will double down on its fundraising efforts by reigniting its Charity Gala dinner, introducing new fundraising channels, and establishing community partnerships to improve donor outreach over the next twelve months.

GOVERNANCE

8.1 Role of the Board

The Board's role is to provide strategic direction and oversight of the Foundation's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. The Chairman meets with the executive leadership team on a fortnightly basis to provide counsel and guidance, and the Executive Director ensures the staff regularly attend sector briefings to stay updated on regulatory framework requirements.

The Board is responsible for approving the budget for the financial year and monitoring expenditure against budget. To ensure the Foundation's programmes are implemented according to the planned directions of the Board, the various committees depicted in Section 3.4 hold meetings to formulate execution strategies.



GOVERNANCE

8.2 Board Meeting Attendance

A total of 5 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	19 Jan	20 Apr	28 May (AGM)	20 Jul	21 Sep	30 Nov
Lau Tang Ching	Y	Y	Y	Y	Y	Y
Benjamin Gaw Ying Charn	Y	Y	Y	Y	Y	Y
Felix Wang Twe Feng	Y	Y	Y	Y	Y	Y
Anindita Santosa	-	Y	Y	Y	Y	Y
Steve Manning	Y	Y	-	Y	Y	Y
Yeong Wai Teck	-	-	Y	-	Y	Y
Neo Chia Reei	Y	Y	Y	Y	Y	Y
Amees Parikh	Y	Y	-	-	Y	-
Ooi Pei Ling	Y	-	-	Y	-	-
Yvonne Goh	Y	Y	Y	Y	Y	Y
Jeannie Ong Bee Koon	Y	Y	Y	Y	-	Y
Stacey Margaret Har Yin	Y	-	Y	Y	-	Y
Yeoh Soon Hwa	Y	Y	Y	-	Y	Y
Choo Chai Leong	NA	NA	-	Y	Y	Y



GOVERNANCE

8.3 Disclosure of Remuneration and Benefits

The number of the Foundation's staff whose annual remuneration is above \$100,000 is listed below:

Annual Remuneration Band	2022	2021
\$100,000 to \$200,000	1	2

Board members are not remunerated for their Board services.

- END -

Submission Form for Governance Evaluation Checklist (Enhanced Tier)

Please note that this checklist is based on the Code of Governance (2017).

Instructions: Please fill out the boxes. Input the reason if the selection is non-compliance for each field.

Applicable to large charities with gross annual receipts or total expenditure of \$10 million or more;

And IPCs with gross annual receipts or total expenditure from \$500,000 to less than \$10 million.

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	N/A	
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	N/A	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				

11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		No	
15	There are volunteer management policies in place for volunteers.	5.7	N/A	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	provides financial assistance in line with its core
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		No	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	N/A	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	

	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)		No	
25	No governing board member is involved in setting his own remuneration.	2.2	N/A	
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	N/A	
	Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —
(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

Declaration



I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.

All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.