



CHARITY  
TRANSPARENCY  
AWARDS



CHARITY  
GOVERNANCE  
AWARDS 2022





# Contents

Programme .....	1
Minister's Address .....	2
Chairman's Message .....	3
Commissioner's Message .....	4
About Charity Transparency Awards .....	5
About Charity Governance Awards .....	6
Charity Transparency Award Winners 2022 .....	7
Charity Governance Award Winners	
The National Kidney Foundation .....	9
Prison Fellowship Singapore .....	12
MINDSET Care Limited .....	16
Special Commendation Award Winners	
The Esplanade Co Ltd .....	19
Singapore Cancer Society .....	21
Gardens by the Bay .....	24
About The Charity Council .....	28
About The Ministry of Culture, Community and Youth .....	29
About Our Strategic Partners .....	30
About Our Sponsor .....	33
Acknowledgements .....	34

## Programme

Registration and Dinner Reception

Commencement of Event

Opening Address by Mr Edwin Tong,  
Minister for Culture, Community and Youth &  
Second Minister for Law

Address by Dr Gerard Ee, Chairman, Charity Council

Presentation of Tokens of Appreciation

Presentation of the Special Commendation Awards and Charity  
Governance Awards

Presentation of the Charity Transparency Awards

End Of Event



# Minister's Address

2



**Mr Edwin Tong**

Minister for Culture, Community and Youth  
Second Minister for Law

Congratulations to all awards recipients on your well-deserved success!

The Charity Transparency and Governance Awards celebrates the dedication of your commitment over the years. It is an acknowledgement of the charity's Board and staff efforts at achieving the highest level of transparency and governance standards. Your success today belie the amount of attention, resources and time you have put into.

Charities are integral in our vision of a caring, gracious and inclusive society. To do this, it is of utmost importance that our charities are well run and have strong public support. One way of garnering support is displaying strong levels of transparency and governance standards which our stakeholders expect and can depend on.

The Charity Council launched the refined Charity Transparency Framework in 2020 to better guide charities towards clearer disclosures. I am glad that charities are making good use of this framework to assess and improve themselves. I strongly encourage all charities to tap on the Framework and the other resources made available to you.

Winning the awards is not an end in itself. It is a beginning of a journey to sustain high standards of governance. The good work must continue, and everyone plays a part in this important endeavour. I hope that charities can learn from one another and improve together.

Let's walk this journey together to build a trusted and thriving charity sector.

Thank you all for your tireless support, and for celebrating this milestone together.

# Chairman's Message



**Dr Gerard Ee**  
Chairman, Charity Council

Welcome to the Charity Transparency and Governance Awards 2022!

The Awards took a hiatus in 2020 and 2021 for the review of the Charity Transparency Framework, and for the charities to prioritise resources on more urgent COVID-19 work. Due to the pandemic, we know the last few years have not been easy for many charities. Despite the challenges, I am very heartened to see that many charities reacted positively and persevered on to deliver continued quality services to their beneficiaries. This is not easy.

This year, 85 charities are awarded the Charity Transparency Award. I thank all the charities who have participated in the awards assessment process, and I applaud your commitment in wanting to improve transparency and governance standards in your organisations. I hope the assessment process has helped the charities to identify its strengths and gaps, and most importantly know what are the areas that can be further improved on.

On behalf of the Charity Council, I would like to thank our sponsor Mr Ang Hao Yao, partners from the Singapore Management University, the Institute of Internal Auditors Singapore, EY, and the team of independent CGA judges for supporting the Awards over the years.

Sincere congratulations to all the winners and let us learn from one another to foster a stronger charity sector.

# Commissioner's Message



**Mr Desmond Chin**  
Commissioner of Charities

Thank you to all who have participated in the Charity Transparency and Governance Awards. Stepping forward to participate is a clear indication of your charity's commitment and determination in wanting to run your operations even more effectively.

We have a shared vision to build a well-governed and thriving charity sector, with strong public support. To achieve this, we need the support of many players, including the charities themselves. Tonight, we have 85 winners, who have displayed high standards in their transparency and governance practices. I hope that you will share your good practices with other charities so as to foster a community of care and learning amongst us.

The Office of the Commissioner of Charities and the Charity Council are committed to promoting good practices within the charity sector. I encourage all charities to sign up for the various learning events and make full use of the resources available to help you in your journey.

Success is not built overnight. It is the small deliberate steps that you take which will steer you towards longer term positive results.

I am grateful to all the partners and sponsors who have supported us over the years. Thank you for investing your time and resources in the sector.

Once again, my heartiest congratulations to all the winners! Keep up your excellent work.



# About Charity Transparency Awards

The Charity Council introduced the inaugural Charity Transparency Awards (CTA) in 2016. The CTA recognises charities with good disclosure practices that the Charity Transparency Framework (CTF) recommends.

First launched in 2015, the Charity Transparency Framework (CTF) aimed to improve transparency and accountability in the charity sector. The Charity Council initiated a review in 2019 to refine the CTF's relevance and applicability for charities.

The CTF is closely aligned to the Code of Governance for Charities and Institutions of a Public Character (IPCs), with nine key dimensions highlighted as key areas for disclosure.

## Nine Key Dimensions

- 1 Timeliness of Submissions
- 2 Board Governance and Executive Management
- 3 Conflict of Interest
- 4 Strategic Planning
- 5 Programme Management
- 6 Human Resource and Volunteer Management
- 7 Financial Management and Internal Controls
- 8 Fund-raising Practices
- 9 Auditor's/Independent Examiner's Report

## Eligibility Criteria for CTA

To be eligible for the assessment, charities must:

- Be a registered charity and/or an Institution of a Public Character (IPC) which has been in operation in Singapore for at least three years;
- Have submitted their Annual reports (AR), Financial Statements (FS) and Governance Evaluation Checklist (GEC) on time for the two immediate preceding financial years; and
- Have gross annual receipts of not less than \$50,000 in the immediate preceding financial year.

Charities are assessed based on the information found in any of the three key sources below which are available for the public, namely:




- Charity's Annual Reports, Financial Statements and Governance Evaluation Checklists (GECs) on the Charity Portal;
- Charity's official website; and
- Charity's official Facebook page or other official Social Media platforms



# About Charity Governance Awards

The Charity Governance Awards (CGA) was first launched by the Charity Council in 2012, to recognise charities that have adopted the highest standards of governance, in line with the Code of Governance for Charities and IPCs. The CGA aims to promote good governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.

Atop the eligibility criteria for CTA, charities must meet the following to qualify for the CGA assessment:

-  Be a shortlisted potential CTA winner to qualify as a pre-finalist;
-  Not be a main CGA category winner in the past three years;
-  Have complied with the Code of Governance for Charities and IPCs based on the latest GEC.

Charities will then undergo a rigorous CGA assessment conducted by an independent assessing body and an interview session with a panel of judges. One charity from each category will be recognised as the main category winner.

Charities with exemplary practices in particular areas of governance will be conferred the Special Commendation Awards.



# Charity Transparency Award Winners 2022

Arranged in alphabetical order

- 1 365 Cancer Prevention Society
- 2 Aidha Ltd.
- 3 AlphaSingapore
- 4 Assisi Hospice
- 5 Association Of Muslim Professionals
- 6 AWWA Ltd.
- 7 Biblical Graduate School of Theology
- 8 Blossom Seeds Limited
- 9 Boys' Town
- 10 Bukit Timah CCC Community Development and Welfare Fund
- 11 Campus Impact
- 12 Caregivers Alliance Limited
- 13 Centre 42 Limited
- 14 Centre for Fathering Limited
- 15 Children's Wishing Well
- 16 Clarity Singapore Limited
- 17 Club Rainbow (Singapore)
- 18 Cru Asia Limited
- 19 Cycling Without Age Singapore Ltd.
- 20 DAS Academy Ltd.
- 21 DAS International Services Ltd.
- 22 Dyslexia Association of Singapore
- 23 Fengshan CCC Community Development and Welfare Fund
- 24 Filos Community Services Ltd.
- 25 Focus On The Family Singapore Limited
- 26 Gardens by the Bay
- 27 Geylang Serai CCC Community Development and Welfare Fund
- 28 Handicaps Welfare Association
- 29 Home Nursing Foundation
- 30 Ic2 Prephouse Limited
- 31 Jurong Central CCC Community Development and Welfare Fund
- 32 Kwong Wai Shiu Hospital
- 33 Law Society Pro Bono Services
- 34 Lawn Bowls Association for the Disabled (Singapore)
- 35 Life Community Services Society
- 36 Lions Home for the Elders
- 37 Marymount Centre
- 38 Methodist Welfare Services
- 39 Metropolitan Young Men's Christian Association of Singapore
- 40 MINDSET Care Limited
- 41 Movement for the Intellectually Disabled Of Singapore (MINDS)
- 42 Nanyang Citizen's Consultative Committee Welfare and Education Fund
- 43 National Arthritis Foundation
- 44 National Healthcare Group Fund
- 45 Nature Society (Singapore)
- 46 New Hope Community Services

- 47 Northlight School
- 48 OH Open House Limited
- 49 Prison Fellowship Singapore Limited
- 50 Punggol West CCC Community Development and Welfare Fund
- 51 Quantedge Foundation (Singapore) Ltd.
- 52 Radin Mas CCC Community Development and Welfare Fund
- 53 Ren Ci Hospital
- 54 Riding for the Disabled Association Of Singapore
- 55 SATA CommHealth
- 56 Shared Services For Charities Limited
- 57 SHINE Children And Youth Services
- 58 Singapore Anglican Community Services
- 59 Singapore Association for the Deaf, The
- 60 Singapore Cancer Society
- 61 Singapore Cycling Federation
- 62 Singapore Disability Sports Council
- 63 Singapore Gymnastics
- 64 Singapore Heart Foundation
- 65 Singapore Indian Development Association
- 66 Singapore Table Tennis Association
- 67 SPD
- 68 Sree Narayana Mission (Singapore)
- 69 St Andrew's Mission Hospital
- 70 Sun-Dac
- 71 Tanglin Trust School Foundation Limited
- 72 The Community Foundation of Singapore
- 73 The Esplanade Co Ltd
- 74 The National Kidney Foundation
- 75 The Straits Times School Pocket Money Fund
- 76 Thye Hua Kwan Moral Charities Limited
- 77 Toa Payoh Central CCC Community Development and Welfare Fund
- 78 Touch Community Services Limited
- 79 Touch Family Services Limited
- 80 Trybe Limited
- 81 Ulu Pandan CCC Community Development and Welfare Fund
- 82 Viriya Community Services
- 83 West Coast CCC Community Development and Welfare Fund
- 84 Woodbridge Hospital Charity Fund
- 85 Young Men's Christian Association of Singapore



# Charity Governance Awards

## The National Kidney Foundation

---

### Vision & Mission

Giving Life & Hope through affordable, sustainable & quality renal care and education & prevention of kidney disease in partnership with the community.

### Core Values

NKF's core values, NICER (Nurturing, Integrity, Compassion, Excellence, Respect), form the basis of how it carries itself, and conducts its practices and processes. These values are the heart of its culture to achieving its vision in giving life and hope.

### About NKF

NKF strives to be an advocate and integrator for kidney health and holistic care for the community, by the community. While supporting kidney failure patients with quality dialysis treatment and integrated care, its greater mission lies in preventing or delaying kidney failure through kidney health education, with deeper integration into the community and strategic collaborative partnerships.



# Exemplary Governance Practices in NKF

## Strategising its roadmap

Kidney failure cases is rising at an alarming pace in Singapore with about six people diagnosed every day, a three-fold increase from two decades ago. NKF has over 5,300 dialysis patients – about 60% of the total dialysis patient population in Singapore.

To shape the longer-term plans of NKF, its Board and Management came together to envision the future of NKF. Its vision, “Future Forward 2030”, encompasses a two-engine strategy – like any aeroplane, it performs better when it has two engines. Engine 1 is focused on the short term – what NKF wants to continue doing but doing it better and more efficiently. It strives to empower patients to take charge of their health through selfcare; makes sure that its patients are open to having dialysis treatment not only in the dialysis centres, but also at home by training them and also making sure its medical staff are well trained; and focuses on the mental well-being of not only patients, but also their family members. It also strives to ensure a cost structure that is sustainable to continue what it is doing, and at the same time, be responsible to all its stakeholders and for their donations.

Not just relying on Engine 1, NKF also focuses on Engine 2, which is the medium- to long-term strategy for NKF to arrest this disturbing trend of kidney disease. It focuses on upstream education and prevention – working with the community at large, schools and its partners in the healthcare ecosystem, to help people understand the importance of a healthy lifestyle. Its community outreach strategy is centred on the young, families and seniors, as well as the high-risk groups, to prevent the disease from happening in the first place. It also focuses on innovation in treating kidney disease to better serve its patients, and doing it in a very cost-efficient way. It is able to do this because it has the data, information and background of patients to work together with the community at large to prepare itself for 2030.

## Playing a critical role to deliver essential dialysis especially during crises

NKF has rigorous business processes and procedures in place, and it remains nimble and agile to cope with tough and unpredictable situations. During the Covid-19 pandemic, it was able to adjust and adapt to the constant but necessary changes to processes, procedures and the work environment at such quick notice. NKF ensured that dialysis patients, especially with their weaker immune systems, received uninterrupted and safe dialysis treatment and care. Its 1,000-strong team worked tirelessly for two years and eight months during the pandemic to carry out its mission-critical work and delivered 1.5 million life-saving dialysis treatments. It has emerged stronger and more resilient to better serve dialysis patients in future crises.



# Pursuit of Excellence

## Providing better integrated care for patients

NKF sees having strong governance as a catalyst to form collaborative partnerships to better serve beneficiaries in a more holistic way. Its pursuit of excellence is fuelled by its desire to ensure better integrated care for patients. It set up a dialysis centre within a community hospital in partnership with Yishun Community Hospital and Khoo Teck Puat Hospital. The first of its kind that comes with a peritoneal dialysis (PD) clinic, it offers a unique shared care model that provides fully integrated and seamless dialysis care for both haemodialysis (HD) and PD patients to cater to the high demand for dialysis. It ensures continuity of care for patients through connected networks of healthcare teams, information flow and treatment care plans.



## Preventing chronic kidney disease

Other than raising Singaporeans' awareness of kidney health through a diversity of public education programmes, NKF has also started to focus on facilitating the partnerships between different care providers and community partners, so as to better integrate primary care and specialised renal care. The CKD (Chronic Kidney Disease) Intervention Programme that it has initiated is in line with the Healthier SG strategy that the nation will be implementing gradually. With greater targeted intervention, it will be more effective and timely in ensuring that Singaporeans can detect early warning signs of kidney disease and take prompt action.



## Being responsible, transparent and prudent

NKF engages with its stakeholders by maintaining open and regular communication through newsletters, emails, letters and annual report on NKF's programmes and financial accounts. It continues to press on with its new and innovative fundraising efforts with the support, trust and confidence of its donors, partners and volunteers. It strives to be responsible and keep costs to a minimum, but at the same time, ensuring it provides the best care to its patients.

“

NKF strives to ensure high standards of corporate governance, accountability and transparency, as well as maintain open communication with our beneficiaries, donors and partners. Having a strong and robust governance framework underpin our commitment to providing quality, affordable and sustainable dialysis for patients. It also ensures our long-term vision for NKF, which focuses on upstream education and prevention of kidney disease to benefit the larger community.

Mr Arthur Lang  
Chairman

The National Kidney Foundation



# Charity Governance Awards

## Prison Fellowship Singapore

---

### Vision

A *Christian community* that *embraces* prisoners, ex-offenders and their families with God's love and transformative power.

### Mission

To mobilise, engage and equip Christians and the community to minister to prisoners, ex-offenders and their families, enabling them to be a blessing to society.

### Core Values

We use the mnemonic "**HIS** Love & **U**nity" to encapsulate our 5 core values of:

- 1 **HUMILITY** (Mark 10:45; Micah 6:8)  
*We honour one another with Christlike servitude.*
- 2 **INTEGRITY** (Proverbs 20:7; Titus 2:7-8)  
*We endeavour to be honest, upright and trustworthy.*
- 3 **STEWARDSHIP** (Matthew 25:14-30; Luke 19:12-28)  
*We account to God for all resources entrusted to us.*
- 4 **LOVE** (1 Corinthians 13:4-8; Matthew 22:37-40)  
*We appreciate and embrace all with God's love.*
- 5 **UNITY** (John 17:20-23)  
*We work as one body with diverse giftings to fulfil our mission.*



## About Prison Fellowship Singapore



**Ex-offenders helping to distribute groceries to other beneficiaries. Being a blessing to others having themselves been blessed.**

Prison Fellowship Singapore Limited (“PFS”) is an inter-denominational Christian non-profit organisation that reaches out to prisoners, ex-offenders and their families in Singapore. We partner churches and volunteers to help men, women and their families in Singapore’s prison system before and during imprisonment, and after their release.

In 1952, Reverend Khoo Siaw Hua began ministering to prisoners and became the first prison chaplain in 1953. In 1974, this ministry was formally incorporated as Rehabilitation Life Limited, and was renamed as Prison Fellowship Singapore Ltd in 1985 after it became a charter member of Prison Fellowship International.

PFS develops and conducts programmes for inmates, ex-offenders and their families to support them in their rehabilitation, reconciliation and reintegration journey. Our Integrated Ministry strategy is a holistic beneficiary-centric approach which affords help and support to the inmates, ex-offenders and their family members. To support community engagement and social work activities which are faith-neutral, PFS established an initiative in the form of an IPC (Institution of Public Character) Fund named Seventy Times Seven (“70x7”) in 2009. Programmes under 70x7 aim to embrace and enable inmates, ex-offenders and their families on their journey from brokenness to wholeness, regardless of their race and religion.

Today, PFS remains one of the largest volunteer-based Social Service Agency partnering the Singapore Prison Service.

Our key focus areas are:

-  Transforming the lives of inmates, ex-offenders and their families through both religious and faith-neutral counselling
-  Providing support across the incarceration journey covering presentence counselling, in-prison programmes, at point of release and post-release support programmes
-  Assisting in the rehabilitation of inmates and ex-offenders with After Care partners
-  Restoring broken relationships between the inmates or ex-offenders and their loved ones through family counselling and Family Care work
-  Breaking the inter-generational cycle of crime through family visitations and education under PFS’s children ministry, Care Club, where both paid and volunteer tuition are provided to ensure that the children of the incarcerated remain in Singapore’s education system
-  Strengthening community partnerships to promote re-integration of ex-offenders and their families into society
-  Rallying partners and supporters to foster an After Care Support Network to address the needs of our beneficiaries by building a pool of experts such as lawyers and forensic psychologists who can support with pro-bono or discounted professional services



# Exemplary Governance Practices in PFS

## Governance and Management

Our selection and election process of Board members is guided by the Board Appointment Guide for Charities. To ensure renewal, we convened a Nomination Committee which is tasked to identify and evaluate potential candidates not just based on time commitment, competencies and professional experiences, but also their suitability to achieve a balanced yet diverse combination of capabilities on the Board. Candidates approved by the Board will initially serve on one of our 7 working committees, each chaired by a Board member. Only upon the successful induction into a committee will one be considered for Board membership.



Family Care Ministry volunteers helping to do minor repairs at a beneficiary's home.

## Clarity of Strategy

The Board meets four times per year with Board Retreats held once every two years where the Mission and Vision are reviewed to formulate strategy and future action plans. Our Annual Reports, Corporate website and monthly Prayer Meetings are the primary communication vehicles. Additionally, stakeholders are engaged through a biennial Prison Ministry Conference held once every two years. We also schedule engagement sessions with church partners and volunteers to inform, inspire and garner support. To monitor the progress of such action plans, Key Ministry Indicators are defined and reported for review during our monthly Staff Meetings.



Care Club volunteers working with children of the incarcerated, which is PFS's preventive work to break the inter-generational cycle of offending.



## Pursuit of Excellence

We see ourselves as part of the solution supporting Singapore Prison Service's new mandate to reduce the 5-year recidivism rate. Besides continuous improvement to our existing programmes and services, we will place emphasis on working with children of the incarcerated to break the inter-generational cycle of offending, as well as on family counselling and therapy work to encourage greater success in reconciliation and restoration of relationships.

Our current premises is positioned as a one-stop Community Hub for ex-offenders and their families to connect with partners such as volunteers, donors, employers, counsellors, coaches, befrienders and other supporters. We want this to be a "safe place" for our beneficiaries to come and seek assistance without shame or guilt, so that their needs can be met more expeditiously.

As a charity, we are mindful that we must be good stewards of the resources entrusted to us. Hence in our quest to remain relevant and viable, we adopt good governance practices and carry out our work with transparency and integrity.

“

Good corporate governance gives confidence to our internal and external stakeholders that our services to meet the needs of our beneficiaries are guided by proper processes with accountability. Ultimately, it is about doing the right thing, at the right time and in the right place.

Mr Chua Kok Wan  
Executive Director





# Charity Governance Awards

## MINDSET Care Limited

### Vision

For Inclusivity. For Mental Health.






### Mission

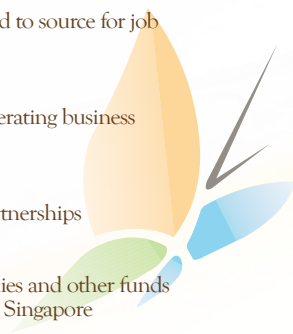
-  Foster open conversations to create awareness and acceptance of mental illness.
-  Bridge community gaps as corporate stewards to increase mindshare and channel support for mental health.

### About the Charity

MINDSET Care Limited (“MINDSET” or the “Charity”) is the registered charity of the Jardine Matheson Group in Singapore, established to make a tangible difference to the local mental health community.

MINDSET aims to raise awareness of the understanding of mental health issues to change attitudes and the negative perception attached to it. We seek to provide a holistic approach towards supporting mental health persons-in-recovery, their families and caregivers, as well as mental health social service agencies, through our five focus areas:

-  **Awareness & Outreach**  
To raise awareness of MINDSET’s aims and reduce the stigma associated with mental health
-  **Back to the Workforce**  
To promote social and community acceptance through reintegration and to source for job openings
-  **Social Enterprise**  
To help persons-in-recovery achieve self-sustainability through profit-generating business activities
-  **Fundraising**  
To raise funds through community and corporate engagements and partnerships
-  **Fund Allocation**  
To allocate contributions from the Jardine Matheson Group of companies and other funds raised through MINDSET activities to support social service agencies in Singapore



## Your organisation's exemplary practices in ensuring good governance



### Sound Governance and Management

We aim to continually ensure that MINDSET is effectively governed and managed.

It is key that there is an adequate mix of competencies at the Board level and within the organisation, supported by the appropriate functions, policies and processes.

All MINDSET Board members are subject to retirement, review and re-election at the AGM annually. Any new Board member to be appointed will be assessed on his or her own merit and performance, whether in the course of his/her employment as senior management in a Jardine company or during his/her service on the Steering Committee during prior years. MINDSET also constantly reviews the size and composition of the Board to ensure that it is sufficiently diverse and qualified to enable the Charity in fulfilling its objectives.

MINDSET regularly reviews its processes to ensure compliance with the Code of Governance applicable to Charities and IPCs. If the results of such review require changes to existing working processes, this will be made known to the administrators of MINDSET and the Jardine Ambassadors for improvements to be incorporated into such existing work processes. In addition, MINDSET also takes steps to ensure that it stays up to date with respect to governance requirements (such as the implementation of the new Code of Governance), to ensure compliance with such new requirements at the earliest possible stage.



### Creating Long-term Impact for the Mental Health Community

To ensure that MINDSET creates a positive impact for Singapore's mental health sector, the Charity is internally organised and structured to provide the support and resources to continually review its objectives and strategies, as well as monitor its progress and development.

MINDSET actively engages with its external stakeholders (persons-in-recovery and other mental health organisations) in-person, as well as through online and social media platforms to ensure that its vision, mission and objectives are relevant to and is understood by external stakeholders. Jardines, through MINDSET and with it being a private sector leader in the mental health space, seeks to influence its associates on corporate social responsibility efforts and generate a multiplier effect via corporate giving.

MINDSET's flagship projects, namely MINDSET Learning Hub and DigitalMINDSET with Singapore Association for Mental Health and TOUCH Community Services respectively, are testament to the Charity's pursuit of creating long-term impact for the community through corporate and social service partnerships.



## Upholding Transparency, Integrity and Compliance

MINDSET engages and collaborates regularly and closely with its beneficiaries, members, partners and funders, consistently involving them in multiple projects and charity events. To ensure transparency in MINDSET's operations, the Charity regularly updates its website and social media platforms to provide the latest information on its activities and efforts. MINDSET also ensures compliance with the Governance Evaluation Checklist and publishes an annual report setting out a summary of what the Charity has done (including funds raised) in the past financial year.

MINDSET has in place a conflicts of interest policy which is regularly reviewed and updated to ensure the proper disclosure and management of any potential or actual conflicts of interest which may arise in its operations. The Charity's Constitution also provides for any Board member to disclose and abstain from decision-making in any matters which he or she has a conflict of interest (whether potential or actual).

MINDSET also has in place a policies and procedures manual governing topics ranging from payments (to internal and external parties) to handling of donations and receipts, as well as budget preparation, approval, and monitoring processes. These policies assist MINDSET in its risk management and oversight and sets out clear responsibilities and levels of authority (and accountability) in respect of each decision to be made.

## Moving forward (Pursuit of Excellence)

### In Pursuit of Mental Wellness for All

MINDSET will continue to raise awareness of the understanding of mental health issues to change attitudes and the negative perception attached to it while supporting the local mental health community and organisations.

In addition, the Charity also aims to enhance mental health in the workplace within Jardines and with other corporates and business associates by sharing best practices. MINDSET also looks to learn and improve our work through other organisations' best practices. The increase in partnerships with mental health coalitions and alliances locally and globally and usage of mental health indexes, e.g. the Mental Health at Work Index which MINDSET is a Founding Council member, will also help the Charity track and improve its mental health efforts.

“

As a small charity, winning the Charities Governance Award for an unprecedented 2nd time and the Corporate Transparency Award for a 5th time for our work in the mental health space, is a great encouragement and an absolute delight. We endeavor to uphold the highest governance standards to continue creating positive impact for the mental health community in Singapore.

Thank you for the honour of being recognised for Doing Good.

Mr Jeffery Tan

CEO

MINDSET Care Limited



# Special Commendation Award

## The Esplanade Co Ltd

---

**The Esplanade Co Ltd is being commended for Clarity of Strategy.**

### Vision

Esplanade – Theatres on the Bay is a performing arts centre for everyone. We will be internationally recognised for our creativity and sense of adventure. We will set exceptional standards of service that will position us as a world leader.

### Mission

To entertain, engage, educate and inspire.

## About Esplanade – Theatres on the Bay

Esplanade is Singapore's national performing arts centre and one of the busiest arts centres in the world. Since its opening in 2002, the centre has presented more than 53,000 performances and activities, drawing an audience of 34 million patrons and 116 million visitors. This architectural icon, with its distinctive twin shells, houses world-class performance spaces complemented by a comprehensive range of professional support services.

Esplanade's vision is to be a performing arts centre for everyone and its programming is guided by its social mission—to entertain, engage, educate and inspire. It seeks to enrich everyone's lives, including seniors, youth, children and underserved communities, through the arts. The centre's year-long calendar of about 3,500 arts performances and activities span different cultures, languages and genres including dance, music, theatre, and more. Of these, more than 70% are presented free for all to enjoy. Esplanade's visual arts programmes at its public spaces also allow visitors to view and explore art works for free.

Esplanade also brings the arts virtually to audiences in Singapore and beyond, through its diverse range of digital programmes on Esplanade Offstage, an all-access backstage pass to the performing arts and guide to Singapore and Asian arts and culture, with videos, podcasts, articles, quizzes and resources.

Esplanade regularly presents world-renowned companies and artists that attract international attention and add to Singapore's cultural vibrancy. The centre is also a popular performance home for arts groups and commercial presenters who hire its venues to stage a wide range of programmes. These carefully curated presentations complement Esplanade's own diverse offerings for audiences.

Esplanade works in close partnership with local, regional and international artists to develop artistic capabilities, push artistic boundaries and engage audiences. The centre supports the creation of artistic content by commissioning and producing new Singapore and Asian works for the international stage. As an Approved Training Organisation (ATO) of the SkillsFuture Singapore (SSG), Esplanade conducts a range of courses that develops technical capabilities for the industry nationally.

Esplanade – Theatres on the Bay is managed by The Esplanade Co Ltd, which is a not-for-profit organisation, a registered Charity and an Institution of a Public Character. The Charity Council awarded TECL the Charity Governance Award – Special Commendation for Clarity of Strategy in 2016 and 2022, and the Charity Transparency Award from 2016 – 2019 and 2022. Esplanade is Singapore's first Dementia-Friendly Arts Venue and a certified Dementia GoTo Point, as well as a Guide-dog Friendly centre.

## Clarity of Strategy

Esplanade's vision, from the time we opened in October 2002, is to be a centre for everyone. This will continue to guide us and drive everything that we do in our next stage of development and in carrying out the three roles we had defined for ourselves:



Our Community Role (Access & Inclusion and Arts in Holistic Education)



Our National Role (Next Generation Talent)



Our International Aspiration Role (Artistic Innovation)

We will rededicate ourselves to developing and serving Singapore's various communities, artists and the arts and cultural sector through implementing a diverse range of support measures, programmes and activities.

Our international aspirations include developing and supporting our local artistic talents on a global stage and collaborating with world renowned performing arts companies and artists. Esplanade's residency programmes seek to expand spaces for artistic inquiry, experimentation, research and dialogue among artists, curators, programmers, writers, researchers and practitioners across all disciplines.

“

We are encouraged and honoured to once again receive the Charity Governance Award – Special Commendation for Clarity of Strategy, and the Charity Transparency Award this year. As a not-for-profit organisation and a charity, Esplanade relies on the unwavering support of our funders, sponsors and donors, and this award is affirmation of Esplanade's continued commitment to practise the highest standards of corporate governance and our integrity to always exercise financial prudence.

Ms Yvonne Tham  
CEO

The Esplanade Co Ltd



## Looking to the Future

As we look ahead to the next stage of our development, we will continue to encourage the arts for social good, create more programmes and access for the young and seniors, and look to reaching new audiences. We cannot do this alone and we continue to aspire to be “#MyDurian” to all Singaporeans. So, we will work with partners, sponsors, donors and volunteers, to bring more people on board our social mission.

There are three key areas for us to stay relevant, particularly as we emerge from the pandemic:



Youth engagement



Digitalisation



Regional and International collaborations

In the coming years, we will also be looking to develop four areas of leadership:



Access and inclusion, including greater focus on people of different abilities



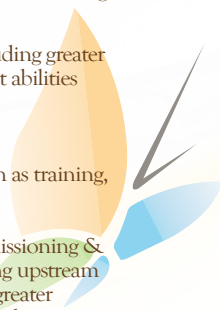
Arts in holistic education



Next generation talent such as training, mentorship programmes



Artistic innovation—commissioning & producing new works; going upstream in supporting residencies, greater experimentation and research



# Special Commendation Award

## Singapore Cancer Society

Singapore Cancer Society is being commended for Governance and Management.

### Vision and Mission

SCS has for the past 58 years strived to be Singapore's leading charity in the fight for a cancer-free community and, provide hope and support to the cancer community to achieve our mission of minimising the impact of cancer and maximising lives.

SCS drives our developments through our four strategic thrusts; to reduce cancer incidence, increase cancer survivorship, improve quality of lives, and galvanise the community to come together in the collective fight against cancer, so no one needs to fight cancer alone.

### About Singapore Cancer Society

Established in 1964, the Singapore Cancer Society (SCS) is a self-funded social service agency which provides Programmes and services such as cancer control and prevention, patient support services, and palliative care.

SCS key services include cancer screening programmes, public education, financial and welfare services, psychosocial support, cancer support groups, rehabilitation programmes and hospice care.





# Exemplary Governance Practices in SCS

## **a** Established process for Board member election and the selection and recruitment of the SCS Council members

The Council and Management are actively and continuously engaging potential candidates with specific skill sets that could add value in serving as Council members. Policy for selection and recruitment of the SCS Council members are set by the SCS Nominations Committee.

## **b** Board membership succession planning

Volunteers who wish to be considered as Board members have to serve in a Sub Committee for 2 years to be to the work of SCS, before being invited to join the Council. Shortlisted individuals are first co-opted into the council for a one-year term. Within this year the suitability will be assessed, and the individual will better understand the works, responsibilities, and expectation of the council.

## **c** Defined Board and Director roles and responsibilities.

The Council members roles:

- Determine the mission and steer organisation towards it
- Guide and ensure effective strategic organisational planning
- Determine, monitor and strengthen the organisation's programmes and services

The Society is governed by a Council of 12 elected members and up to 4 co-opted members, all of whom are volunteers with no business relations with SCS. They are appointed, at the Annual General Meeting, on the strength of their knowledge, skills, expertise, experience, and ability to contribute to the development of the Society. Pre appointment competency assessments are also conducted. Individual Council members will also complete a self-evaluation for submission to the Nominations Committee for annual review.

## **d** Participation in regular trainings

Council Members are encouraged to attend regular training to keep themselves abreast of latest issues pertaining to their roles and responsibilities in the council.



## Pursuit of Excellence

The Council and Management of SCS firmly believe that a genuine commitment to good governance and management is essential to the sustainability of the Society's mission to support the cancer community and are collectively responsible in ensuring compliance with the Code of Governance and all relevant laws and regulations. In 2020, SCS embarked on a self-evaluation platform for individual Council members to assess their performance and effectiveness and ensures compliance with requirements in the Code of Governance. The assessment was submitted to the Nominations Committee for annual review.

SCS is committed to a high standard of compliance with accounting, financial reporting, internal controls and auditing requirements and any legislation relating thereto. In line with this commitment, a whistle blowing policy was set in place to provide an avenue for employees and external parties (such as customers, suppliers, contractors, applicants for employment, and the public) to raise concerns and offer them reassurance that they will be protected from reprisals or victimisation for whistle blowing in good faith. Council and Management works closely to develop strategies that align with the strategic thrusts, which are then dissected into departmental work plans and cascaded into individual KPIs, workplans and KPI for the organisation. This is done through annual workplan, budget meeting and strategic planning retreats.

With the evolving healthcare landscape and changing needs of the cancer community, SCS strategically works with partners to step up efforts and introduce new programmes to provide a holistic care. The SCS EmpowHER Programme invites corporations to play a bigger role in raising cancer awareness. We aim to shift the mindset that corporate giving to not only for the external community but also to their own staff—through providing cancer education, time off allowance for female staff to go for screening and offering screening benefits. SCS Cancer Rehabilitation Centre, being Singapore's first community-based cancer rehabilitation centre, provides integrated care to address the needs of cancer patients, survivors, and caregivers. This community-based rehabilitation centre largely serves non-acute cases before, during, or after their cancer treatment. The rehab programmes

are ever evolving and developing to provide the much-needed help throughout the entire cancer continuum. SCS has also been working downstream by collaborating with community-based organisation such as ActiveSG gyms to allow cancer patients to transit and continue their rehab after being discharged from the SCS rehabilitation programme. Moving forward, SCS will be working with cancer centres to develop sub-acute cancer rehab services.

SCS stepped up its partnerships with the two national cancer centres, National Cancer Centre Singapore (NCCS) and National University Cancer Institute, Singapore (NCIS) to lead the fight against cancer and provide Singaporeans greater access to high quality cancer care. SCS headquarters will be co-locating with NCCS in the new Centre @ SingHealth in 2023 to provide integrated cancer care services. Amongst the collaborations with NCCS includes the establishment of a new sub-acute rehabilitation centre to provide cancer patients with an integrated rehabilitation service, all under one roof.

“

Trust and credibility are assets for the sustainability of SCS, underpinned by good governance and management. We are pleased that the strong leadership provided by the Council and close partnership with Management in the running of the organisation, enables SCS to deliver relevant programmes and services to effectively serve the cancer community. We thank everyone that has trusted and supported us.

Mr Albert Ching  
CEO

Singapore Cancer Society (SCS)

# Special Commendation Award

## Gardens by the Bay

Gardens by the Bay is being commended for Operational Efficiency.

### Vision

Our world of gardens for all to own, enjoy and cherish.

### Mission

- ♥ We make our Gardens the leisure destination of choice for all.
- ♥ We delight our guests with an enthralling experience, excellent service and enriching programmes.
- ♥ We inspire pride of ownership in every Singaporean for our Gardens.
- ♥ We aim to be a model for sustainable development and conservation.



### Uniquely Positioned for Community Engagement

Apart from being a charity, Gardens by the Bay is at the same time a national garden and a top Singaporean attraction. This unique identity places us in good stead to reach out to a large audience across a wide range of population segments. Notably, we welcomed 8.3 million local visitors – our highest local visitorship – last year.

As a People's Garden, the Gardens engages diverse stakeholders. These include individual and corporate sponsors, government ministries, embassies, as well as other community and commercial partners. Our expertise in plants as well as the design and curation of horticultural displays also allows us to engage and serve our partners in meaningful ways to bring the community together.



## Our Programmes

Gardens by the Bay curates and presents a series of themed changing floral displays and inclusive programmes for the community year-round.

2022 saw the return of a full calendar year of floral displays in celebration of the Gardens' 10th anniversary, made possible with the generous support of corporate and individual donors. Working with embassies, Gardens by the Bay brought flowers such as sakuras and tulips to Singapore and presented them in the cultural context of their countries of origin from around the world. This has allowed Singaporeans to gain an immersive experience of floral landscapes from beyond our borders without having to travel.

Currently, visitors can enjoy A Spanish Serenade with Sunflowers at the Flower Dome presented in collaboration with the Embassy of Spain and the Spain Tourism Board. Wrapping up the year is the Seasons of Bloom floral display, presented with the embassies of Denmark, Finland, Norway and Sweden in Singapore.

In line with its mission as a People's Garden, Gardens by the Bay curates a series of programmes to engage the public year-round such as the Children's Festival and Mid-Autumn Festival which are freely accessible. The Gardens also works closely with strategic partners for marquee events such as River Hongbao and Christmas Wonderland. We also add to our regular public programming with one-off offerings that include static art displays as well as cultural and musical performances at our venues which are open to all. Most recently, we launched the Seeing the Invisible AR (augmented reality) art exhibition. Conducted entirely through AR, Seeing the Invisible is the first exhibition of its kind to be developed as a joint venture among botanical gardens around the world, with Gardens by the Bay being the only Asian host garden. This engaging exhibition showcases works of renowned international artists like Ai Wei Wei, Refik Anadol, El Anatsui and Isaac Julien CBE RA, which the community can enjoy and interact with using a free-to-download mobile app.

## Charitable Initiatives

As a People's Garden, Gardens by the Bay strives to enable more people to enjoy the benefits of green spaces.

With this aim in mind, we started the Gift of Gardens community outreach initiative in 2012. Made possible with the support of corporate and individual sponsors, Gift of Gardens enables those who may not be as financially well-endowed to also experience and enjoy our iconic attractions. As part of this initiative, eligible beneficiaries of social service agencies, as well as holders of the Developmental Disability Registry (DDR), ComCare Long Term Assistance Scheme (also known as Public Assistance Scheme), Persons with Disabilities (PWD), and CARA (Community, Assurance, Rewards and Acceptance) cards enjoy complimentary visits to Gardens by the Bay's ticketed attractions. To-date, Gift of Gardens has raised over \$1.5 million and reached out to more than 177,000 beneficiaries.

The Gardens also strives to make its inclusive yet diverse mix of offerings widely accessible to the public. Our programming calendar is curated with the community in mind and comprises mostly non-ticketed events that cater to people from all walks of life. The majority of the Gardens' grounds, including the expansive outdoor gardens which is home to attractions like the Heritage Gardens, World of Plants themed gardens, Supertree Grove, Far East Organization Children's Garden and Active Garden, are free and open to the public daily. Visitors can also enjoy our Garden Rhapsody light and sound show – a popular nightly fixture – at no cost.

In tandem with these initiatives, the Gardens actively explores partnership opportunities with like-minded organisations to further its social role and broaden its appeal. For example, Gardens by the Bay is partnering the Ministry of Social and Family Development (MSF) to offer needy families complimentary Friends of the Gardens membership. It is our hope that this initiative will enable them to enjoy family time amidst the beauty of the Gardens' changing floral displays with unlimited visits to the Flower Dome.





## Advancing Operational Efficiency

The pandemic was a powerful catalyst that accelerated our drive to achieve greater operational efficiency. Against the backdrop of a dynamic and ever-evolving environment, we were prompted to rethink our business and consider how we can raise operational efficiency to stay competitive and relevant as we look ahead to the future.

In 2020, Gardens by the Bay embarked on a company-wide Economy Drive to enhance operational efficiency and remain financially sustainable. Carefully considered cost-cutting measures were implemented across various operational functions, complemented by mindful prudence and judicious use of resources. Made possible with the steadfast support of all staff who readily stepped up to take on expanded roles, this impressive corporate effort enabled a large part of key services and functions to be undertaken in-house. At the same time, a series of comprehensive training initiatives were put in place to upskill staff and equip them for cross-deployment where required.

The Gardens also sought to advance operational efficiency by strengthening its business and technology strategies. Towards this end, the Business Advisory Committee and Technology Advisory Committee were established in 2021. Helmed by Board Directors with rich experience and expertise in their respective domains, the advisory committees serve to hone the Gardens' business directives and technology focus to boost efficiencies.

“

Gardens by the Bay is honoured to receive the Charity Transparency Award 2022 and Special Commendation Award 2022 for Operational Efficiency.

Good governance and operational excellence are intimately tied to our values and long-term success, building public confidence with our stakeholders and enabling us to go the extra mile in fulfilling our social role as a green space for all.

We remain committed to advancing operational efficiency and upholding the highest standards of transparency and governance integrity as we enter the next decade of growing the People's Garden. Meanwhile, we look forward to continued partnership with the community, and to do our part in creating a more caring, inclusive society.

*Mr Felix Loh  
Chief Executive Officer  
Gardens by the Bay*



# About The Charity Council

The Charity Council was first established in 2007 and members to the Council for each term are appointed by the Minister for Culture, Community and Youth.

## Roles of the Council



Promoter - the Council will promote good governance standards and best practices, to enhance public confidence in the charity sector;



Enabler - the Council will help build the governance capabilities of charities and IPCs to enable them to comply with regulatory requirements and be more accountable to the public; and



Advisor - the Council will advise the Commissioner of Charities (COC) on key regulatory issues and significant cases, so that the COC can make more informed and robust decisions.

CHARITY  
COUNCIL



## Composition of the Council

The 8th Council, appointed from 1 March 2021 to 28 February 2023, comprises 14 members, including the Chairman.

11 members are from the people sector, chosen for their expertise in accountancy, corporate governance and law. They are also involved in volunteer and charity work in varied fields such as arts and heritage, community, education, health and social services. The other 3 members are representatives from the Sector Administrators, namely that of Ministry of Education, Ministry of Health and Ministry of Social and Family Development.

[www.charities.gov.sg](http://www.charities.gov.sg)



# About The Ministry of Culture, Community and Youth

---

The Ministry of Culture, Community and Youth seeks to inspire Singaporeans through the arts and sports, strengthen community bonds, and promote volunteerism and philanthropy. Since its inception in November 2012, MCCY has been actively engaging the arts, heritage, sports, community and youth sectors. The Ministry aims to bring into sharper focus the efforts to build a more cohesive and vibrant society, and to deepen a sense of identity and belonging to the nation. MCCY will work with its stakeholders to create an environment where Singaporeans can pursue their aspirations for a better quality of life and together, build a gracious and caring society we are proud to call home.

[www.mccy.gov.sg](http://www.mccy.gov.sg)





# About Our Strategic Partners

## Charity Governance Awards

---

### EY

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets. Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate. Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

[www.ey.com](http://www.ey.com)



# About Our Strategic Partners

## Charity Transparency Awards

---

### The Institute of Internal Auditors (IIA) Singapore

The Institute of Internal Auditors (IIA) Singapore is the only professional body dedicated to the advancement and development of the internal audit profession in Singapore. For more than 40 years, we have been advocating the interests of the profession and remain committed to raising the profile and standing of the internal audit profession and developing the knowledge, skills and expertise of internal auditors. Representing about 2,500 members, we enhance technical excellence through The IIA's International Standards for the Professional Practice of Internal Auditing and Code of Ethics.

IIA Singapore is an affiliate of IIA Global. As an affiliate, this means that our members are concurrently members of IIA Global and have exclusive access to content, resources and benefits issued by IIA Global. Our members belong to a global community of more than 200,000 professionals in nearly 200 countries and territories who share a common vision to advance their professional growth in internal auditing and add value in their organisations.  
[www.iaa.org.sg](http://www.iaa.org.sg)



The Institute of  
**Internal Auditors**  
*Singapore*

# About Our Strategic Partners

## Charity Transparency Awards

---

### Singapore Management University (SMU)

Established in 2000, Singapore Management University (SMU) is recognised for its disciplinary and multi-disciplinary research that address issues of global relevance, impacting business, government, and society. Its distinctive education, incorporating innovative experiential learning, aims to nurture global citizens, entrepreneurs and change agents. With more than 12,000 students, SMU offers a wide range of bachelors, masters and PhD degree programmes in the disciplinary areas associated with six of its eight schools - Accountancy, Business, Economics, Computing, Law and Social Sciences. Its seventh school, the SMU College of Integrative Studies, offers a bachelor's degree programme in deep, integrative interdisciplinary education. The College of Graduate Research Studies, SMU's eighth school, enhances integration and interdisciplinarity across the various SMU postgraduate research programmes that will enable our students to gain a holistic learning experience and well-grounded approach to their research. SMU also offers a growing number of executive development and continuing education programmes. Through its city campus, SMU focuses on making meaningful impact on Singapore and beyond through its partnerships with industry, policy makers and academic institutions. [www.smu.edu.sg](http://www.smu.edu.sg)



# About Our Sponsor

## Gold Sponsor

---

Mr Ang Hao Yao is a private investor who actively volunteers in the charity sector. He is the Chairman of Credit Counselling Singapore and the Honorary Secretary of the Securities Investors Association (Singapore). Mr Ang also serves as the Chairman of the Finance Committees of The National Kidney Foundation and SingHealth Fund. He is a member of the Charity Council and is the past Chairman of Sata CommHealth.

Ang Hao Yao  
洪豪耀

# Acknowledgements

---

The Charity Council extends special thanks to

## Guest-of-Honour

### **Mr Edwin Tong**

Minister for Culture, Community and Youth  
and Second Minister for Law

## CGA Judges

### **Mr Neo Sing Hwee**

Partner, EY

### **Mr Tay Woon Teck**

Managing Director,  
Business Consulting & Head of Private  
Client Services, RSM Singapore

### **Mr Dickson Lim**

Head of Philanthropy and Community  
Impact for Singapore, UBS AG

### **Mr Suhaimi Zainul Abidin**

CEO, Quantedge Capital Pte Ltd

### **Ms Lan Luh Luh**

Associate Professor of Law, NUS Law School



Organised by



Supported by



Together, Because

