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Programme

6:00 pm	Registration & Cocktail Reception
6:45 pm	Event Commencement
6:50 pm	Opening Performance by Vocalist Insight from Singapore Institute Technology
7:00 pm	Opening Addresses by Mr Edwin Tong, Minister for Culture, Community and Youth & Second Minister for Law
7:20 pm	Address by Ms Theresa Goh, Chairperson, Charity Council
7:35 pm	Presentation of Token of Appreciation to Strategic Partners, Charity Governance Awards Judges and Sponsor
7:45 pm	Screening of the Charity Governance Awards Video
7:55 pm	Presentation of Charity Governance Awards and Special Commendation Awards
8:10 pm	Screening of the Charity Transparency Awards Video
8:15 pm	Presentation of Charity Transparency Awards
8:50 pm	Performance by Temasek Polytechnic – Fusion Percussion
9:05 pm	Presentation of Charity Transparency Awards and Charity Transparency Dedication Awards
9:40 pm	End of Event

Minister's Message



Edwin Tong
*Minister for Culture, Community and Youth
Second Minister for Law*

The Charity Transparency and Governance Awards shine a spotlight on the powerful impact of exceptional governance in the charity sector. They recognise not just the remarkable achievements of those who uphold the highest standards, but the deeper contributions each of you is making to better our communities and society as a whole.

We celebrate 138 remarkable award recipients, and this growing number reflects the charities' dedication to embrace transparency and lead with integrity. It's a testament to the collective drive to push boundaries and elevate governance practices year after year.

Good governance isn't something we check off a list; it's a journey we walk together — a journey of learning, growing, and constantly striving to do better. As the world around us changes, so too must we. Continually improving our governance, deepening our knowledge, and strengthening our skills isn't just important—it's essential to the work we do.

Thank you for your hard work, and for being part of this journey. Together, we are making a real difference, and I'm excited to see where we go next. Let's keep moving forward, hand in hand, and continue this important work!

Chairperson's Message



Ms Theresa Goh
Chairperson, Charity Council

Congratulations to the 138 exceptional charities for their steadfast commitment to transparency and governance. These awards represent not just individual achievements but significant milestones in our charity sector's ongoing pursuit of excellence, reinforcing the principles that guide our work and enhance our impact.

This year, we are thrilled to announce a record number of recipients, highlighting the sector's growing dedication across the sector to uphold these key standards. It's inspiring to see how organizations are stepping up, demonstrating that good governance is not merely a requirement but a pathway to greater effectiveness and community trust.

On behalf of the Charity Council, I congratulate all award winners for their dedication to achieving the highest governance and transparency standards. Your efforts not only elevate your charities but also inspire others to strive for excellence. By fostering a culture of openness, you are building trust with your stakeholders and the communities you serve. This trust is crucial; it not only enhances public engagement but also strengthens the foundations of support that enable charitable work to thrive. As you continue to make a positive impact, you will amplify the voices of those who rely on your services and the vital work you do.

I want to express my heartfelt appreciation to the Strategic Partners (Ernst & Young Advisory Pte Ltd, The Institute of Internal Auditors Singapore, Singapore Management University) and the five Charity Governance Awards Judges. Your commitment to promote excellence in the charity sector is truly commendable.

As we look to the future, let us all take a moment to reflect on the incredible potential we have as a sector. Together, we can continue to push boundaries, challenge norms, and create lasting change.

Commissioner's Message



Desmond Chin
Commissioner of Charities

It is my honour to extend my congratulations to the winners of this year's Charity Governance and Transparency Awards. We recognise your exceptional commitment to upholding the highest standards of governance in the charity sector.

Effective governance is fundamental to the charity sector, providing a robust framework that enables charities to operate ethically, efficiently, and aligned with their visions and missions. By adhering to the principles of good governance, charities affirm their dedication to accountability and transparency, reinforcing public trust and demonstrating their commitment to the communities or purposes they serve. In turn, this fosters sustained support from donors and stakeholders, and enhances the charities' long-term viability.

To all participating charities, we applaud your dedication to governance excellence. Your efforts significantly raise standards across the sector. We encourage you to continue refining your governance practices, as strong governance not only fortifies your own organisation but also strengthens the entire charitable sector.

I extend my sincere gratitude to our judges, partners and sponsor. Thank you for your steadfast support to the charity sector which make a profound and lasting impact on the communities we are privileged to serve.

About The 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.

Launched in 2015, the CTF aims 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. CTF is closely aligned to the Code of Governance for Charities and Institutions of a Public Character, with nine key dimensions highlighted as areas for disclosure:

Nine Key Dimensions

- Timeliness of Submissions
- Board Governance and Executive Management
- Conflict of Interest
- Strategic Planning
- Programme Management
- Human Resource and Volunteer Management
- Financial Management and Internal Controls
- Fund-raising Practices
- 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.
- 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:

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

About The 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.

Eligibility Criteria

To qualify for the CGA assessment, charities must meet the following criteria:

- 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

Assessment Process

Eligible charities undergo a rigorous assessment process, which includes:

- An initial evaluation conducted by an independent assessing body
- 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.

About The Special Commendation Awards

The Special Commendation Awards (SCA) winners are recognised for their exemplary practices in specific areas of governance. This sub-category of awards was introduced to encourage these charities to continue the good work and strive for continuous improvement in the other areas of good governance that the CGA assessment oversees.

About The Charity Transparency Dedication Awards

The Charity Transparency Dedication Awards acknowledges charities that have sought constant improvement in their transparency measures and put in strong disclosure practices in line with the Charity Transparency Framework. The award aims to recognise this dedication and perseverance in the charity sector.

Charity Transparency Award Winners 2024

1 Aidha Ltd.	28 Cycling Without Age Singapore Ltd.	55 MINDSG Ltd.	83 Society for the Prevention of Cruelty to Animals, Singapore
2 All Saints Home	29 DAS Academy Ltd.	56 Muscular Dystrophy Association (Singapore)	84 SPD
3 AlphaSingapore	30 DAS International Services Ltd.	57 National Gallery Singapore	85 Sree Narayana Mission (Singapore)
4 Ang Mo Kio - Thye Hua Kwan Hospital Ltd.	31 Diabetes Singapore	58 National Volunteer And Philanthropy Centre	86 St Luke's ElderCare Ltd.
5 Apex Harmony Lodge	32 Down Syndrome Association (Singapore)	59 New Life Community Services	87 St Luke's Hospital
6 ARC CHILDREN'S CENTRE CO LIMITED	33 Dyslexia Association of Singapore	60 PAP Community Foundation	88 St. Andrew's Mission Hospital
7 Art Outreach Singapore Limited	34 Epworth Community Services	61 Persatuan Pemudi Islam Singapura (PPIS)	89 SUN-DAC
8 Arts Theatre of Singapore Ltd.	35 Fei Yue Community Services	62 Prison Fellowship Singapore Limited	90 Tanglin Trust School Foundation Limited
9 Asia Pacific Hospice Palliative Care Network	36 Fei Yue Family Service Centre	63 Pro Bono SG	91 The Bone Marrow Donor Programme
10 Assisi Hospice	37 Filos Community Services Ltd.	64 PSALT Care Limited	92 The Community Foundation of Singapore
11 AWWA Ltd.	38 Focus on the Family Singapore Ltd.	65 Quantedge Foundation (Singapore) Ltd.	93 The Girls' Brigade, Singapore
12 Babes Pregnancy Crisis Support Ltd.	39 Gardens by the Bay	66 REACH Community Services Society	94 The Malay Heritage Foundation Ltd.
13 Biblical Graduate School of Theology	40 Haemophilia Society of Singapore	67 Ren Ci Hospital	95 The Red Pencil (Singapore)
14 Bless Community Services	41 Halogen Foundation (Singapore)	68 Riding For The Disabled Association of Singapore	96 The Singapore Indian Fine Arts Society
15 Blossom Seeds Limited	42 HCA Hospice Limited	69 Samaritans of Singapore Limited	97 The Theatre Practice Ltd.
16 Boys' Town	43 Healthserve Ltd.	70 SATA CommHealth	98 The UWCSEA Foundation Limited
17 Bright Hill Evergreen Home	44 Home Nursing Foundation	71 SG Serve Ltd.	99 Thye Hua Kwan Moral Charities Limited
18 Care Corner Singapore Ltd.	45 Image Mission Ltd.	72 Shared Services for Charities Limited	100 Thye Hua Kwan Nursing Home Limited
19 Caregivers Alliance Limited	46 ISCA Cares Limited	73 SHINE Children and Youth Services	101 TOUCH Family Services Limited
20 Caritas Humanitarian Aid & Relief Initiatives (Singapore) Ltd (CHARIS)	47 Kwong Wai Shiu Hospital	74 Singapore Anglican Community Services	102 Trybe Limited
21 Caritas Singapore Community Council Limited	48 Life Community Services Society	75 Singapore Cancer Society	103 TTSH Community Fund
22 Catholic Welfare Services, Singapore	49 Ling Kwang Home for Senior Citizens	76 Singapore Disability Sports Council	104 Viriya Community Services
23 Centre for Fathering Ltd.	50 Lions Home For The Elders	77 Singapore Golf Association	105 WE CARE Community Services Limited
24 Children's Wishing Well	51 Lutheran Community Care Services Limited	78 Singapore Heart Foundation	106 Woodbridge Hospital Charity Fund
25 Clarity Singapore Limited	52 Methodist Welfare Services	79 Singapore Indian Development Association	107 World Vision International
26 Club Rainbow (Singapore)	53 Metropolitan Young Men's Christian Association of Singapore	80 Singapore National Paralympic Council Ltd.	108 Yayasan MENDAKI
27 Cru Asia Limited	54 MINDSET Care Limited	81 Singapore Red Cross Society	109 Yong-en Care Centre
		82 SingHealth Fund	

Charity Governance Awards

HCA Hospice Limited

Vision

To be the centre of excellence for home hospice care.

Mission

Ensuring the best quality of life for our patients by delivering professional palliative care and providing compassionate support to their families.

Nurturing the dedicated individuals who make our work possible and serve our community through continued learning and development.

About HCA Hospice Limited

Each year, HCA Hospice makes over 43,000 home visits, serving more than half of Singapore's home hospice patients and their families. In addition to home hospice care, our other core services include day hospice and paediatric palliative care (Star PALS).



Home Hospice Care

Our multidisciplinary team provides patient-centred and family-focused compassionate care, journeying with patients and their families throughout this sometimes-challenging period.

Day Hospice

Oasis@Outram and Kang Le@Marsiling engage more ambulant patients with activities that promote dignity, diversity and development, while offering respite to their caregivers.

Star PALS (Paediatric Advanced Life Support)

As the only paediatric palliative home-care provider in Singapore, this dedicated service improves the quality of life for children younger than 19 with life-limiting or life-threatening conditions.

Extending beyond medical support, we also offer psychosocial services in the form of bereavement support, caregiver training and respite care. All services are provided at no charge, funded through a combination of government funds and donations from grateful families and members of public.



Home Hospice Care



Day Hospice



Star PALS (Paediatric Advanced Life Support)

Good Governance

As part of our patient-centred and family-focused approach, we listen to how our beneficiaries' needs evolve to determine if there is a need to adapt the way we render our service. Adopting an approach based on solid data and peer-reviewed research when evaluating these new changes is one way in which we ensure good governance. More importantly, we invest in our people and seek out the best talents who are aligned to our values so we can continue to grow to meet our nation's needs.

Every year, HCA takes stock of our achievements and areas for improvement, budgetary position and changes in the external environment in order to adjust our overall strategy accordingly. This has improved trust between management and Board, and also between management and staff.

HCA has developed an Approval and Authorisation Framework to ensure compliance with the Code of Governance. The management also performs Compliance and Gap Review Analysis based on the Governance Evaluation Checklist each year, substantiated by evidence such as reference to policies and standard operating procedures. This analysis (and supporting evidence) is first reviewed by the Audit and Risk Committee (ARC) before being approved by the Board. Our ARC ensures compliance measures are incorporated into working processes, and internal auditors are engaged to ensure compliance to standard operating procedures.



Open action items for improvement are tracked and updated during quarterly ARC meeting, while relevant Board Committees (BCs) are involved in ensuring compliance and implementation of improvements. Reports from BCs are also shared with ARC for governance and compliance oversight.

Beside highlighting governance requirements/expectations during orientation for new staff, HCA also takes steps to encourage staff and the Board to stay up to date with respect to new governance requirements through dissemination of circulars as well as training and seminars at regular intervals.

We also recognise the need to keep moving forward and to build trust, HCA is working to create an environment where Board and Management can freely and constructively deliberate on the future of our goals and requirements to achieve them. This conversation may then be extended to HCA's stakeholders, ranging from staff, government funders, regulators, donors and volunteers. Regular feedback and conversations between Board, Management and stakeholders builds on this trust. When objectives and boundaries are clear and consistent, difficult conversations become both possible and constructive, creating a positive feedback loop.



“Trust is the cornerstone of any charity's success, and good governance is key to building that trust.”

Karen Lee
Chief Executive Officer

Charity Governance Awards

The UWCSEA Foundation

Vision and Mission

The UWCSEA Foundation was established in 2004 to support the United World College of South East Asia in fulfilling our mission to make education a force to unite people, nations and cultures for peace and a sustainable future.

Our core values are commitment, compassion, inclusion, integrity, openness, responsibility and trust.

About the UWCSEA Foundation

The Foundation provides educational opportunities for young people of great talent and potential, including scholarship programmes for those who would not otherwise access our education. The Foundation also supports programmes that help students to develop literacies essential to communication and problem-solving in both local and global contexts; build intercultural and interpersonal understanding; become competent in peacebuilding and sustainability; and build wellbeing in self and others. The Foundation supports programmes that help students to learn about systems thinking and innovation. Finally, the Foundation supports our community in developing sustainable solutions in our built environment.



Student scholars wear their national and cultural outfits to celebrate their identities on UWC Day.

Through various methods, including annual giving, major gifts and endowment programmes, our fundraising efforts support scholarships, sustainability initiatives as well as innovative teaching and learning programmes. Key activities include Annual Fund appeals, personalised outreach to major donors, events that raise awareness about the Foundation's impact, donor recognition events, community and individual impact reporting, and the Annual Giving Day initiative.

The Foundation's mission and focus is not just on the service or programmes we provide, but also on the impact our students and scholars have on their communities and the world. UWCSEA has nearly 6,000 students and each year graduates over 500 students who go out into the world with a bias for action and the competencies that will help them to make the world more peaceful and sustainable.



Thao Nguyen, a scholar from Vietnam with her mother.



Students participate in various Giving Day activities across campus to raise money for scholarships.

Good Governance

Over the past years, we have focused heavily not just on compliance but also on the growth opportunities presented by maintaining excellence in governance and transparency. Our successful practices include a strong recruitment, training and succession planning programme for Directors, so that they all have the appropriate skills and experience to guide the Foundation. The Governance Committee of the Board oversees good governance and monitors compliance with reporting requirements, while our Philosophy of Governance, Code of Conduct and Charter all guide governance practices.

Clearly defined roles and regular reviews help to ensure Directors remain focused on their strategic and fiduciary responsibilities, while management reporting against strategy forms part of each meeting. An Enterprise Risk Management framework ensures that our policies and practices are compliant with Singapore legislation, while increasing our ability to mitigate risk.



Students taking part in the TechBot Challenge by Hyundai Motor Group and UWCSEA

The creation of Independent Director roles guarantees that the assets of the Foundation are ring-fenced from the other two UWC operating entities. The Foundation has practices in place to ensure we maintain our high standards of governance and adhere to industry best practice. Due diligence and a commitment to "knowing your customer" are key to our governance practices. The UWCSEA Foundation has a robust Gift Acceptance Policy and supporting procedures to ensure due diligence on all donations and furthermore, that donors and donations are aligned with the values and mission of the College. The Foundation also has a dedicated Customer Relationship Management platform which sits separately from the College's financial software. This ensures that the Foundation finances are separately managed from those of the other two UWC entities.

Upcoming initiatives include the extension of our Scholarship Programme, which makes a UWCSEA education accessible to students from high-need communities. Philanthropy has supported the growth of our sustainability initiatives and we aim to extend this further to benefit both our built environment and the wider Singapore community. As the UWCSEA Strategy: 2023-2030 Shaping the Future affirms, we will continue to provide exceptional educational experiences while moving ever closer to our mission through a dedicated focus on four key strategic commitments: Exceptional People and Teams; Immersive Learning; Sense of Belonging; and Curiosity and Exploration. Philanthropy plays a vital role in accelerating our progress in these areas, and preparing our students to be the future leaders our world needs.



Sustainability is key in the charity's curriculum, teaching K1-G12 students sustainable practices like urban farming and natural cycles.



In collaboration with NParks, students propagate seedlings of endangered trees and shrubs indigenous to the region and identify suitable replanting sites such as Singapore's Rail Corridor.

“It is a privilege to be acknowledged by the Charity Council in this way. Excellent governance is the cornerstone of trust, and trust is essential for the success of any charity. Our UWCSEA mission is to make education a force to unite people, nations and cultures for peace and a sustainable future – and we welcome this endorsement of our governance and our mission. Now, more than ever, we believe this mission resonates deeply and we are thrilled to accept this award which reinforces to all members of our community that their confidence in our work is rightly placed.”

Nick Alchin
Head of College

Special Commendation for Risk Management

Bless Community Services

Vision and Mission

Our mission is to enable, enrich and empower individuals, families and communities through our holistic social care approaches. We focus our services in three main areas:

Senior Connect

Promoting wellness, engagement and empowerment among seniors.

Youth Connect

Promoting mental and emotional wellness among youths.

Community Connect

Promoting communal bonds in the community and looking out for those who fall through the social safety nets such as families in crisis, homeless people and rough sleepers.

About Bless Community Services

We help individuals and families live better lives, thereby enhancing society as a whole. Our programmes and services seek to develop the potential of individuals, strengthen families and foster communal bonding to enrich our society. We conduct community outreaches, provide food and financial assistance to the poor and needy, offer counselling services and manage five temporary night shelters for the homeless and rough sleepers.



Senior Connect, Promoting mental wellness through calligraphy classes

Further, we have set up a productive ageing club to promote senior wellness, engagement and empowerment, which offers activities including morning walks, line dancing, Chinese calligraphy sessions and Zoom exercise classes. We have also established a youth wellness club call GRIT (Gratitude, Resilience, Impact and Tenacity) which aims to cultivate resilience and promote positive mental health through varied activities and programmes.

We constantly seek to advance our social care approaches. Post-COVID, we continue to strengthen our night-shelter work by developing a model of care that emphasises holistic care towards our stayers. We seek to make qualitative impact on each stayer and have developed impact measurement tools to help us in this journey.

Being a relatively small organisation with limited resources, we have to be scrupulously efficient. Hence, we recognise the importance of good governance, including the management of risks that can threaten the survival of the organisation, because it will be difficult for BCS to manage and recover from any fallouts. Having a solid foundation in good governance is crucial for success.



Senior Connect, Promoting senior wellness through active ageing programmes

Risk Management

In early 2021, the Board was convinced of the importance of addressing organisational risks and coming up with a framework to help BCS become risk resilient. A Board Member was tasked to research the market's best practices and help draft a risk management policy. That was just the first step, though. A few months later, the Board deliberated this draft policy, taking time to articulate BCS's risk appetite, agree on relevant risk factors and fine tune the risk management framework and processes to avoid or manage risks.

The third step included educating the management team and staff on risk avoidance, risk reporting and risk management processes.

Finally, we now run an annual internal risk audit and review with the CEO and management team. This annual exercise includes updating the risk factors to include new risks to consider in view of evolving conditions, flags up high-risk factors, as well as actively mitigating risks to make BCS more risk resilient.

Moving forwards, we will continue grow our capabilities in risk management. We will be ready to share our experience and related resources to partners and interested parties, and if we could offer practical tips and insights for other IPCs looking to strengthen their risk management, it would be this: Firstly, leadership buy-in is important. The Board must recognise the value of managing risk and not see it as just another activity to tick off in a checkbox. Secondly, it is important to cultivate a risk-aware culture in the organisation and to conduct risk review on a regular basis. This is to prevent the organisation from being blindsided from any unexpected conditions that could jeopardise its mission.



Community Connect
Night Shelters (NSP) for the Homeless & Rough Sleepers



Community Connect
Overcoming social isolation through neighbourhood visitation.



Youth Connect, Promoting mental and emotional wellness through academic coaching.



Youth Connect
Promoting physical and social wellness through gym & bouldering clinics.

“We are deeply honored to receive this award. This recognition is a testament to the dedication and hard work of our entire team. We extend our heartfelt thanks to all our supporters and stakeholders for their trust and commitment. As we celebrate this milestone, we remain steadfast in our goal to continually enhance our governance practices, improving in transparency, accountability and excellence in all that we do.”

Ronald JJ Wong
Chairman

Special Commendation Award for Governance and Management

Care Corner Singapore

Vision

Our vision is to see Care to Every Corner In Singapore. In other words, to see care made available to everyone who needs it.

Mission

Building hope and promoting the well-being of Individuals and families In the community through social and healthcare services.

About Care Corner Singapore

We are a non-profit organisation established in 1981. We are committed to providing a holistic continuum of care to the vulnerable in the community. This commitment is manifested across our 49 service points, where we serve a spectrum of individuals, from children with special learning needs or disadvantaged backgrounds to youths-at-risk, troubled families, vulnerable seniors, and those facing mental health challenges. At the heart of everything we do are our values of integrity, compassion, authenticity, respect and excellence, all deeply rooted in Christian principles.



Board Retreat 2023

Our focus is not just on providing immediate relief but also on creating pathways for long-term transformation in the lives of the individuals and families we serve. To achieve this, we will deepen our collaborations with community and corporate partners, social sector agencies and volunteers. By strengthening these partnerships, we aim to deliver more comprehensive and integrated support that addresses the root causes of social challenges. Together with our partners, we are working towards empowering individuals and families for a lifetime of resilience and well-being.



Learning & Special Needs Programme



Family Support programmes

Governance and Management

Embarking on the journey to strengthen governance and management requires an open mindset, a commitment to learning and a spirit of innovation. Since 2016, we have seen a significant expansion, with more than 50% growth in manpower. Over the years, we have progressively refined our governance practices, drawing lessons from peer social service agencies and regularly auditing our internal processes to ensure we remain responsive to evolving needs.

Between 2013 and 2015, we undertook a significant organisational restructuring, consolidating from twelve legal entities to two. This move enhanced governance, streamlined operations, and paved the way for greater strategic alignment. Following this, we have also undertaken a series of reviews to align our service pillars, refresh our vision, build internal capacity and adjust our service delivery models to meet new challenges including post-pandemic work norms.

In August 2023, the Board conducted a comprehensive review to streamline its sub-committee structure, reducing the number from 10 to eight to enhance governance effectiveness. Additionally, the terms of reference for the Board and its sub-committees were refreshed in October 2023 to align with the latest Code of Governance. This exercise has supported the recruitment of new sub-committee members with the specialised skills needed to meet emerging challenges.

To enhance diversity, we have focused on recruiting more women and younger board members. This has resulted in an increase in the proportion of women on the Board, rising from 25% in 2019 to 33.3% in 2024. Furthermore, we have made progress in separating the roles of members and directors, increasing the ratio of independent members from 7.7% in 2019 to 44.4% this year.

Care Corner is committed to actively sharing our governance journey, best practices and key lessons with fellow charities, in order to inspire and support their efforts in enhancing governance capabilities. We believe in fostering a spirit of collaboration within the sector and, where appropriate, we will offer our resources – whether through training or collaborative initiatives – to help other charities strengthen their governance frameworks. By creating opportunities for peer learning, open dialogue and knowledge exchange, we hope to contribute to building a more resilient and accountable social service ecosystem. Together, we can raise governance standards across the sector, ensuring that charities are well-positioned to deliver greater impact and uphold the trust of the communities we serve.



Play Therapy Programme



MindBlown SPLAT Paint House adolescent outing



Youth In Automotive activities

“As we navigate the evolving landscape of social services, maintaining a steadfast focus and strong governance is essential. At Care Corner, our priority is to provide a holistic continuum of care intricately woven into the fabric of our communities. We strive not only to deliver immediate relief but also to create pathways for sustainable, long-term transformation in the lives of individuals and families. A firm commitment to good governance is vital to fulfilling this mission.”

Yong Lum Sung
Chairman

Christian Chao
CEO

Special Commendation Award for Governance and Management

Caritas Humanitarian Aid & Relief Initiatives (Singapore) Ltd (CHARIS)

Vision and Mission

As one Body in Christ, to inspire, unite and enable the Catholic Community in Singapore, to love and serve our neighbours in the region through humanitarian aid and disaster response.

About CHARIS

Caritas Humanitarian Aid & Relief Initiatives, Singapore (CHARIS) is the umbrella body for overseas humanitarian aid and the disaster relief efforts of the Catholic Archdiocese of Singapore. CHARIS extends aid and relief to neighbouring countries within Asia, and sometimes beyond, by working with its member organisations, the Caritas international network and local partners such as Regional Humanitarian Assistance and Disaster Relief Coordination Centre.



CHARIS' mission is to respond to the needs of victims suffering from natural disasters and other humanitarian crises through funding and provision of goods and supplies. In addition to responding to emergencies, CHARIS also supports long-term projects and initiatives that help vulnerable communities overseas who are affected by adverse circumstances.



Governance and Management

The Board and management of CHARIS have established organisational policies and guidelines that are regularly reviewed to refine and maintain effective governance and management practices, ensuring accountability to the public and stakeholders.

CHARIS has developed comprehensive policies and guidelines documented in the Board Handbook and various manuals. These policies cover areas such as board governance, fundraising and grants management, guiding our strategies and daily operations. For example, the Grants Policy manual includes due diligence processes for beneficiary screening and reporting guidelines, promoting good governance and transparency in disbursement of grants. Procedures against money laundering and terrorism financing are also integrated into these policies, reflecting our commitment to legal and ethical practices.



Further, we consistently ensure implementation and compliance of governance and management practices in our decisions and operations. CHARIS has established a Corporate Governance Committee comprising selected Board Members to provide oversight on governance-related matters. This committee plays a critical role in aligning our operations with our commitment to accountability and transparency.

While establishing and maintaining effective practices is crucial, we also believe that the core principles underpinning these practices have significantly contributed to CHARIS' governance journey. Key principles include a diverse board composition and a shared commitment to governance by Board and management. Having board members with a mix of competencies, core skills and attributes fosters checks and balances and encourages varied perspectives during discussions on risks and strategies. The shared belief of the Board and the management in the importance of good governance has been built into CHARIS' DNA. This mutual understanding builds trust and empowers us to allocate resources to establish a robust framework by investing in areas such as internal audits, consultancy services and essential tools such as name-screening software.



The initial stages of developing a robust governance framework have been challenging, marked by continual evolving trends and increasing demands on governance. Along with the necessary shifts in mindsets and operations to meet evolving expectations, the rising costs of governance can be a strain as well. CHARIS is grateful for government funding which serves as a valuable resource in enhancing our governance through consultancy services, implementation support and the procurement of essential tools.

We are grateful for this award, which affirms our commitment to establishing a solid foundation for CHARIS in governance. CHARIS will regularly review and update its governance framework, adapting to changing circumstances as needed. Specifically, we will conduct more frequent gap analyses, focusing more on Environment, Social and Governance and the emerging trend, satisfy the requirements in the revised Code of Governance, establish clearer risk management protocols, and remain vigilant regarding issues related to overseas fund transfers and foreign beneficiaries.



“CHARIS' story is one of dedication to humanitarian aid and fraternal love, underpinned by strong governance and ethical practices. We extend our heartfelt thanks to the office of the Commissioner of Charities, Caritas Internationalis and the social teachings of the Catholic Church for their invaluable guidance. Moving forward, we will not only continue to support vulnerable communities but also strive to set a high standard for transparency and accountability within the charity sector.”

Josephine Koh
Chairman

Special Commendation Award for Risk Management

Kwong Wai Shiu Hospital

Vision

To be a leading community healthcare hub in Singapore.

Mission

To provide quality, comprehensive and convenient healthcare services to the needy in Singapore.

Kwong Wai Shiu Hospital (KWSH) remains committed to supporting needy seniors through affordable healthcare. We embrace innovations and technologies in delivering quality services efficiently, while building capacity and developing services that cater to Singapore's future long-term care needs. In addition to traditional donations that support daily operations, the Hospital's sustainability is anchored in philanthropic partnerships with impact-focused programmes and measurable outcomes.



Animal therapy session – resident interacting with fur pal

About Kwong Wai Shiu Hospital

Founded in 1910 by a group of Cantonese merchants who wanted to provide poor immigrants with free medical services, KWSH is one of Singapore's oldest charitable healthcare institutions. Founded on values of compassion and serving the community, the Hospital's endeavour to serve the needy and elderly endures till this day. The Hospital currently operates 750 beds in nursing home care at the Serangoon Road site and more than 400 beds at the second nursing home, KWSH @ Potong Pasir. Staffed by over 900 professional employees, the inpatient services, rehabilitation centres, Traditional Chinese Medicine centres, community care centres and home care services serve thousands of patients every month, in addition to training services provided by Community Training Institute @ KWSH.

Risk Management

Effective risk management is essential to the Hospital's success and sustainability. In today's fast-changing environment, being proactive in identifying and addressing risks is critical. By fostering a culture of transparency and open communication, KWSH's teams are empowered not only to mitigate risks but also to seize opportunities. The Hospital strives to have a balanced approach in combining cautious decision making with innovation and ensuring resilience while advancing our vision.



Our volunteer assisting a resident with the DIY facial routine

Each year since 2011, an external auditor, Deloitte & Touche Enterprise Risk Services, has been appointed to enhance internal control audit. This practice helps to evaluate internal controls, manage potential risks and ensure compliance with regulations and policies. The internal control audit is based on an audit plan, which covers different areas every year, over a five-year period. Deloitte had helped formulate KWSH's Enterprise Risk Management (ERM) framework, which includes risk assessment, risk governance structure, roles and responsibilities, and the ERM process. Regular risk reporting to the Board was implemented, with risks tracked through standardised, user-friendly templates.

To further enhance the ERM process, the Hospital established the Corporate Planning and Governance (CPG) department in 2023. This department has reviewed and updated the ERM framework in line with the 2024 ERM Toolkit for Charities and IPCs (for example, improving the clarity and coverage of our risk register), codified the revised Risk Management Policy and Procedure Manual, which is made available to all staff via intranet, and also formalised a comprehensive risk review exercise schedule, conducted every three years (next in 2025). CPG periodically reviews KWSH's ERM structure, oversees regular risk reporting to the Audit Committee and Board, and conducts business compliance reviews of department processes across KWSH. These have contributed to the Hospital's robust governance structure.



Residents enjoying an evening stroll during Mid-Autumn celebration

CPG is dedicated to maintaining strong overall governance across all aspects of KWSH, ensuring there is comprehensive coverage beyond the traditional scope of internal audits. Regular table-top exercises are conducted to help us proactively address potential risks and strengthen operational resilience. Training videos have been developed on critical topics such as anti-money laundering and countering the financing of terrorism, aimed at educating the staff on governance, ethics and compliance.

Looking to the future, the Hospital will continue with its Business Compliance Review roadmap and conduct a comprehensive risk review exercise in 2025, followed by reviews every two to three years. It will also reassess and incorporate Environmental, Social and Governance (ESG)-related risks where applicable.



Residents all set to participate in the Mid-Autumn festivities

“We are honoured to receive this award, which reflects our commitment to excellence in risk management. It is a testament to our team's dedication. By prioritising risk management, we protect our organisation and create a foundation for innovation and growth. This recognition motivates us to keep refining our practices and to lead by example in our industry.”

Dr Mok Ying Jang
CEO

Special Commendation Award for Clarity of Strategy

Ren Ci Hospital

Vision

Holistic care with loving kindness and compassion.

Mission

Partnering the community to provide Inclusive healthcare for quality and meaningful living.

About Ren Ci Hospital

Established in 1994, Ren Ci Hospital provides high-quality and affordable medical, nursing, psychosocial and rehabilitative care services for the community, based on the principles of loving kindness and compassion. Ren Ci plays an integral role in supporting the healthcare needs of the elderly through adopting a holistic way of delivering person-centred care.

Today, we provide the full spectrum of services in the community care sector with more than 1,300 beds. We operate a community hospital, a chronic sick unit, three nursing homes, four Senior Care Centres, an Active Ageing Centre (Care) and an expanding Home Care service. These services are located across Singapore; at Ang Mo Kio, Bukit Batok, Novena and Woodlands.



This year, Ren Ci celebrates its 30th anniversary. It has been an honour to serve our patients, residents and clients, and the community-at-large all these years. With the continued support of our partners, we will keep striving to make a difference in the lives of those we serve, with loving kindness and compassion.

Renowned for its innovation and use of technology, Ren Ci has been at the forefront in the use of facial recognition, autonomous mobile robots, rehabilitation robots, wound management apps and other assistive devices in the delivery of care. Ren Ci continues to be a leading community care organisation with the establishment of the Ren Ci Learning Academy in 2019. It is an accredited training academy which provides high-quality programmes to uplift and train healthcare professionals in the sector.

Thirty years since our founding, Ren Ci is blessed to be able to enjoy strong support from the community in the form of volunteers, donors and well-wishers.



We are thankful for community partners and volunteers who believe in Ren Ci and want to support us in caring for our beneficiaries. Here, we were able to bring our Chronic Sick Unit residents to the Singapore Garden Festival thanks to NParks and Ren Ci's volunteers who came together to bring smiles to our residents' faces.



Every year, Ren Ci's signature Vegetarian Food Fiesta draws large participation, from both donors, volunteers and the public at large. Over one amazing day, we meet incredible people who believe in Ren Ci's vision and who come to contribute their time and resources to give back to the community.

Clarity of Strategy

Ren Ci's strategy is guided by its vision and mission statements. We work on a cycle of a five-year strategic plan, clearly defined with deliverables and milestone timelines. Today, we are almost at the tail-end of our 2025 strategy, a five-year roadmap to guide us towards our aspiration of being a leader in the community care sector. Ren Ci 2025 focused on five strategic themes:

People

Enhance staff development, career development and staff engagement.

Process

Deliver value through improved service, process and quality. Leverage on innovation and technology.

Partnership

Stronger partnerships with donors, volunteers and social and community partners.

Place

Better healing and working environment.

Products and Services

Enhance palliative, dementia and psychosocial care and caregiver support.

Ensuring that the whole organisation is aligned to Ren Ci's strategic journey and shared goals is vital, and this starts with dedicating resources, time and effort to consult, engage and develop strategies that resonate with stakeholders and staff at all levels.



As we approach the completion of Ren Ci 2025, we have already begun planning for the next lap of the journey. A whole-organisation engagement exercise began in early 2024 to start our 'Reimagining Ren Ci 2030' journey. Staff from all levels were invited to submit their aspirations for the organisation and close to 200 suggestions were gathered. These were distilled and discussed at a management retreat in August to help shape the first draft of our 2030 strategy. Following this, a series of fireside chats with senior management for all staff is being held between October and December this year to discuss the first draft. This will ensure that every voice is heard. The planning process will continue into 2025, where management will collectively refine the strategy and finally present to the Board of Directors in mid-2025 for approval.

Ren Ci is proud and honoured that adopting a structured approach towards governance had garnered a 'Very Good' overall rating for the Governance Effectiveness Index, the highest tier rating, in a recent MOH Corporate Governance Audit in 2023. Such recognition, together with the Corporate Transparency Award that Ren Ci has been awarded ever since its inception, continues to help us to build trust with the public and all stakeholders.



We believe in developing our people as well as contributing to build the capabilities of the community care sector. To this end, the Ren Ci Learning Academy works closely with its trainers to create high quality programmes. In this picture, Ren Ci staff undergo training in improvement methodology.

“Receiving the Charity Governance Award – Special Commendation for Clarity of Strategy, and the Charity Transparency Award is testament to Ren Ci's commitment to good stewardship and ethical practices. We are honoured to be recognised for our efforts to build trust with our stakeholders. The awards would not have been possible without the contribution of each and every member of the Ren Ci family. Together, we are committed to continue upholding high standards of transparency and governance, to serve our beneficiaries with heart and hope.”

Seow Choke Meng
Chairman, Ren Ci Hospital Board

Special Commendation Award for Succession Planning

SATA CommHealth

Vision

To be the leading charity for the advancement of lifelong health in the community.

Mission

Promoting lifelong health, serving the community.

About SATA CommHealth

SATA CommHealth is Here To Care for the health of seniors and the vulnerable in the community. Annually, we extend our services to over 200 thousand patients through community events/outreach, subsidised care at our medical centres, as well as home and centre-based services such as homecare, doctors-on-wheels, and day rehabilitation centres. In 2023, we successfully enrolled over 269 thousand migrant workers under the Primary Care Plan, underscoring our dedication to provide primary care services for the migrant workers in Singapore.

We received the Charity Governance Award (Large Charities category) in 2018 and IPC certification in 2019. We were also recognised by the Charity Council with the Charity Transparency Award for outstanding disclosure practices from 2016 to 2019, 2022 and 2023.



Succession Planning

The management team nominates performing staff to be developed for management bench strength each year under the HIPO (High Potential) programme for the various key functions – Head of Clinical Services, Head of Operations, Head of Community Programmes and Heads of corporate functions such as Business Development and Finance.

Since the HIPO programme started in 2020, we now have a pool of 12 to 15 active participants. They consist of a Medical Assistant Director, Operations Centre Managers, Finance Assistant Directors, a Business Development Assistant Director and a Community Programmes Assistant Director.

HIPOs are put on accelerated leadership and career advancement/job assignments. They are nominated and enrolled in leadership courses at Agency for Integrated Care (AIC) and the National Council of Social Service (NCSS) such as AIC SMU-INSIGHT Leadership and NCSS 40-Under-40 Leaders in preparation to become future heads of their functions.

Existing Heads of Department (HODs) are encouraged and sent for regional exposure to best practice. For example, in 2024 some HODs attended the World Organisation of Family Doctors Asia Pacific Conference, the NVPC Next Gen Change-Makers Programme (Hong Kong/Singapore) and Capelle Residential Leadership.



At the Board and committees level, the Board discusses succession regularly. Plans for nominations and appointments are discussed well before every AGM. The Governance and Nominating Committee (GNC) regularly reviews the composition of committees, gets feedback from Committee Chairs, interviews candidates and tables its recommendations for Board's endorsement.

For Board succession, the GNC and the Board review the Diversity Matrix regularly to ensure sufficient range of expertise among Directors. They also take into consideration feedback gathered through the annual Board Evaluation Questionnaire.

When shortlisting candidates for the Board, the GNC and the Board scan the current Committee Members for candidates who could enhance the Board's diversity and need for specific skills and expertise. Board Directors are also invited to recommend suitable external candidates.

Inviting suitable Committee Members to join the Board ensures that they already are familiar with SATA CommHealth and provides a leadership pathway for Committee Members. The GNC interviews all Board candidates before they are recommended to the Board for endorsement.

At the Board level, regular succession discussion is tabled at GNC meetings, and its recommendations are tabled for the Board's endorsement. Evaluation tools such as the Diversity Matrix and Board Evaluation Questionnaire are used consistently to gather information for discussion. Succession planning supports our mid- to long-term strategy. Some guidelines which the GNC and the Board keep in mind for succession planning are:

- *The Chairman of the Investment and Finance Committee (Treasurer) and the Chairman of the Audit and Risk Committee both have a maximum tenure of four continuous years of service.*
- *Board Directors are eligible for re-election at AGM every two years.*
- *Minimum representation for either gender is 25%*
- *Every Board Director has a maximum term limit of eight years of continuous service on the Board, except that an additional two-year extension may be allowed for key appointment holders (Board Chairman and Vice-Chairman) for continuity reasons, subject to the GNC's recommendation and Board's approval.*



“Succession is not just about planning. It is about development. We put in a lot of effort to identify good potential and give them the opportunities to develop. Why? Because to ensure the longevity of our mission to promote lifelong health for our beneficiaries, we must continue to have the right people with the right diversity of expertise.”

Tan Boon Gin
Chairman, SATA CommHealth

Charity Transparency Dedication Award Winners 2024

- | | |
|--|---|
| 1 Association of Muslim Professionals | 16 Silver Ribbon (Singapore) |
| 2 Bizlink Centre Singapore Ltd. | 17 Singapore Buddhist Free Clinic |
| 3 CampusImpact | 18 Singapore Children's Society |
| 4 Children-At-Risk Empowerment Association | 19 Singapore Chinese Dance Theatre |
| 5 Children's Cancer Foundation | 20 Singapore Cycling Federation |
| 6 City Harvest Community Services Association | 21 Society for the Aged Sick |
| 7 Crest Secondary School | 22 The Esplanade Co Ltd. |
| 8 JurongHealth Fund | 23 The National Kidney Foundation |
| 9 Leukemia and Lymphoma Foundation | 24 The Singapore Association for the Deaf |
| 10 Lions Befrienders Service Association (Singapore) | 25 The Straits Times School Pocket Money Fund |
| 11 Nam Hwa Opera Limited | 26 The Turning Point |
| 12 Nanyang Academy of Fine Arts | 27 United World College of South East Asia |
| 13 NeuGen Fund | 28 United World College of South East Asia - East |
| 14 NTUC-U Care Fund | 29 Volleyball Association of Singapore |
| 15 Odyssey Dance Theatre Ltd. | |

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
- **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

Composition of the Council

The 9th Council, appointed from 1 March 2023 to 28 February 2026, comprises 15 members, including the Chairman.

Twelve (12) members are from the people sector, chosen for their expertise in accountancy, audit, corporate governance, law, media and information technology. 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 three (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

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.



About SG Cares

Together, Because



SG Cares is a national movement, championed by the SG Cares Office and co-led by the National Volunteer and Philanthropy Centre and the National Council of Social Service, to build a more caring and inclusive home for all.

The movement invites all Singaporeans and people who live in Singapore to put values into action through active volunteerism, ground-up efforts and everyday acts of care. It also aims to build capability and share resources across various sectors and organisations to grow opportunities for volunteering.

Find out more about the SG Cares movement and how you can get involved:

<https://go.gov.sg/sgcaresmovement>

About Our Strategic Partners

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.



Institute of Internal Auditors 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 more than 2,700 members, we enhance technical excellence through The IIA's new International Professional Practices Framework and Global Internal Audit Standards.

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 245,000 professionals in over 170 countries and territories who share a common vision to advance their professional growth in internal auditing and add value in their organisations.



About Our Strategic Partners

Singapore Management University (SMU)

Established in 2000, Singapore Management University (SMU) is recognised for its disciplinary and multi-disciplinary research that addresses 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 13,000 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, Computing, Economics, Law and Social Sciences

Its seventh school, the SMU College of Integrative Studies, offers degree programmes 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 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.

SMU was the first university in Singapore to make community service a mandatory part of undergraduate education, requiring each student to complete at least 80 hours of service. In 2010, it established the Centre for Social Responsibility (C4SR) to guide students in meaningful, sustainable projects, promoting best practices in social responsibility and engagement. SMU's commitment to community engagement earned it the inaugural President's Award for Volunteerism and Philanthropy (Educational Institution) in 2016.

www.smu.edu.sg

About Our Sponsor

Gold Sponsor - Mr Ang Hao Yao

Mr Ang Hao Yao is a private investor who is active in the charity sector and is currently the Chairman of Credit Counselling Singapore, a charity helping individuals and small businesses in debt distress. He also serves as the Vice Chairman of The National Kidney Foundation and on the board level of the charities Securities Investors Association (Singapore) and the SingHealth Fund and was a former Chairman of SATA CommHealth. He also serves on the Audit Committee of The Helping Hand.



Ang Hao Yao
洪豪耀

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, Enterprise Risk, Global Client Service Partner, Government & Public Service, EY

Mr Tay Woon Teck

Senior Advisor, RSM Singapore

Mr Suhaimi Zainul-Abidin

CEO, Quantedge Capital Pte Ltd

Mr Dickson Lim

Head, Temasek Trust Foundation Advisors

Professor Lan Luh Luh

Associate Professor, NUS Law School

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