

EXTENDING HOPE



THE SALVATION ARMY
ANNUAL REPORT 2021

OUR MISSION

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church.

- Its message is based on the Bible.
- Its ministry is motivated by the love of God.
- Its mission is to preach the gospel of Jesus Christ and meet human needs in His name without discrimination.

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Some of the photographs in this publication feature volunteer models to protect the identity of our beneficiaries.

Let the little children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these.

MATTHEW 19:14



Everyone needs hope. From the vulnerable child to the frail elderly, regardless of one's life stage, health or status, we all need hope to live life to the fullest. Life is never a bed of roses and it can be very difficult for those who have little means to cope. But no one should be disadvantaged or deprived from social justice and support from the community.

Extending hope is what The Salvation Army does best by meeting needs and bridging social gaps. Join us as we reach out to help the underprivileged and those in despair, and offer them restoration and hope for the future.

“We aim to be a beacon of hope to those who are struggling and empower them in achieving better outcomes for their lives.”

The Salvation Army has come a long way in helping the poor and giving hope to those who are vulnerable or in despair. We are committed in transforming lives and serving the underprivileged in our community without discrimination. Even in the midst of uncertainties, we aim to be a beacon of hope to those who are struggling and empower them in achieving better outcomes for their lives.

The past year proved to be a very challenging period but we remained steadfast amid the pandemic and gave our best to support the disadvantaged. We worked closely with the authorities in implementing safe management measures to ensure the safety of our beneficiaries in all our residential homes and centres. Over at our children’s homes, Gracehaven and The Haven, we sourced for donated laptops for our residents and helped them to adjust to home-based learning. We also kept a close watch on their mental and emotional health as it was a stressful time for the young ones to cope with the changes.

To support children with incarcerated parents, Prison Support Services – Kids In Play converted our usual physical Family Bonding Sessions to online ones so that the children can continue to meet and bond with their incarcerated parents. Together with Singapore Prison Service, we started a pilot video conferencing initiative to facilitate additional tele-visits at our premises to strengthen familial bonds.

Be it helping families facing hardships, victims suffering from domestic violence, elders dealing with social isolation or migrant workers bearing suicidal thoughts, our caring work never stops. No one knows what the future will bring, but The Salvation Army will be here to help our beneficiaries ride out the storms.

It is said that in the midst of every crisis, lies great opportunity. The pandemic has taught us many valuable lessons on overcoming challenges, and underscored the importance of working closely with like-minded partners. We truly appreciate every donor and volunteer for standing alongside us to support our life-changing work. We would also like to invite new partners to join us in uplifting and extending hope to the less privileged. It is only with your unstinting support that we can all emerge stronger together.

Mr Bill Foo
Chairman
The Salvation Army
National Advisory Board

CHAIRMAN'S MESSAGE



TERRITORIAL COMMANDER'S MESSAGE

The Salvation Army was started in 1865 by our founder, General William Booth with the aim of giving hope to the last, least and lost, during their darkest times. His burning passion for serving the vulnerable and marginalised has transformed The Salvation Army from our humble beginnings in London into an international organisation with footprints across 132 countries.

In 2020, the world experienced one of its darkest periods when the pandemic struck. Here in Singapore, we witnessed how it has taken a toll on the lives of our beneficiaries. Some were worried about feeding their families while others were sinking into despair with the uncertain times. Despite these unprecedented challenges, The Salvation Army remains committed to helping them tide through their difficulties.

At Peacehaven, we allowed our care staff to move into the nursing home to prevent them from contracting the virus from the community. Peacehaven Changi Day Centre was also designated by the Ministry of Health as a whitelisted centre to continue serving elders who do not have adequate family support. In August 2020, we opened Peacehaven Bedok Arena to

provide a suite of day programmes, such as active ageing and befriending services, to care for elders and those living with dementia.

Over at Sojourn, we continue to be in the frontline, serving the male migrant worker community at the dormitories, along with our key partners. Since April last year, we have given out 50,000 food and care packs to the migrant workers. We also launched a helpline which initially reached out to recovered workers who were quarantined and it has continued to be a lifeline for our migrant workers who are in mental distress. When the Covid-19 vaccination was made available to the migrant workers, we helped to encourage those who were facing doubts to get vaccinated.

As we strive to better serve our beneficiaries amid this pandemic, we have evolved our services accordingly across our centres and homes. Virtual call engagements, regular use of test kits and safe management measures have now become an essential part of our service practices.

The Salvation Army has remained steadfast in our mission and our caring work will require valuable partners to join hands with us in giving hope to the underprivileged. We look forward to your unwavering support and thank you for making a positive impact in the community.



“The Salvation Army has remained steadfast in our mission and our caring work will require valuable partners to join hands with us in giving hope to the underprivileged.”

Colonel Rodney S. Walters
Territorial Commander
The Salvation Army Singapore,
Malaysia and Myanmar Territory

NATIONAL ADVISORY BOARD

A commitment to excellence and serving others has united these like-minded professionals from diverse backgrounds to form a National Advisory Board that is a vital partner in The Salvation Army ministry.

The Salvation Army National Advisory Board consists of business and community leaders who voluntarily provide their professional skills and knowledge of the community to:

- Assist The Salvation Army in interpreting community needs;
- Facilitate the development of resources to make a practical difference in the community, strengthening The Salvation Army's ability to serve;
- Increase public awareness of The Salvation Army's purpose and work, including the recruitment of volunteers and giving of hands-on assistance;
- Provide advice and guidance to The Salvation Army in areas such as budgeting, capital campaigns, public relations, fundraising, and building improvements and maintenance.

We are blessed to have Mr S. Dhanabalan as our Patron and Mr Bill Foo as the Chairman of the National Advisory Board. As at 31 March 2021, members of our National Advisory Board include Mr Aje Saigal, Ms Catherine Ong, Ms Cheng Pai Ling, Mr Eugene Lim, Mr Luke Lim, Mr Richard Yong, Datuk Robert Chua, Mr Wen Khai Meng, Colonel Rodney S. Walters, Lieutenant Colonel Hary Haran, Major Michael Zielinski and Ms Angeline Tan.



LEFT TO RIGHT:
Major Michael Zielinski, Ms Catherine Ong, Mr Luke Lim, Mr Bill Foo, Mr Aje Saigal, Lieutenant Colonel Hary Haran, Datuk Robert Chua, Ms Cheng Pai Ling, Mr Wen Khai Meng, Colonel Rodney S. Walters, Mr S. Dhanabalan, Ms Angeline Tan, Mr Eugene Lim and Mr Richard Yong.

KEY HIGHLIGHTS

Feeding the Underprivileged



During the circuit breaker, Mr Bill Foo, Chairman of The Salvation Army National Advisory Board and other donors sponsored 2,400 meals to feed underprivileged families under the care of our Youth Development Centre.

Over at Family Support Services, we sent supermarket vouchers to our needy clients to help them tide over these trying times.

Sojourn - SGcare Community Help Centre



In September 2020, we opened Sojourn-SGcare Community Help Centre in Sungei Tengah Lodge to enhance our support for the migrant worker community. The centre provides a permanent place for The Salvation Army and our partners to extend emotional support, counselling and assistance to migrant workers at their doorstep.



Red Shield Event 2020

Our first online Red Shield Event raised over \$223,000 and had over 73,000 views. During the event, we shared how we helped our beneficiaries amid the pandemic. Our keynote speaker, Nick Vujicic, provided tips on how to survive and thrive during a crisis, while our guest-of-honour, Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services Integration, expressed his appreciation for The Salvation Army's contribution to the community.

Aiding Rough Sleepers



As a partner of the PEERS (Partners Engaging and Empowering Rough Sleepers) network, we provided transportation to the rough sleepers and helped them move from temporary shelters to their allocated residences at the end of the Circuit Breaker. We also secured sponsorship from SG Accident Help Centre to provide 1000 care packs and delivered them to rough sleepers staying across multiple sites.

Caring for Migrant Workers



As part of our efforts to improve the well-being of the migrant worker community, Sojourn worked with partners to treat over 200 migrant workers to a cruise along the Singapore River. It was an enjoyable experience for the migrant workers, who captured the journey with their mobile devices and shared the happy moments with their friends and loved ones.



Team Productivity Award

Our Peacehaven nursing team was recognised by the Agency of Integrated Care for the Community Care Excellence Awards. The awards aim to acknowledge the contributions of individuals and project teams who have demonstrated exemplary service and commitment in delivering quality care to their clients in the community care sector. Peacehaven was awarded the Team Productivity Award for our innovation in using gravity feeding set in bolus tube feeding.

Christmas Ketting 2020



Though we could not have bell-ringers at our kettle stands in the malls, we were very grateful to our donors and partners who supported our Christmas Ketting efforts and online campaigns which raised over \$104,000, including a donation of \$23,942 from Starbucks Singapore for Starbucks Christmas Open House.

Family Bonding Sessions



In celebration of Children's Day, Prison Support Services - Kids In Play collaborated with the Singapore Prison Service to organise additional virtual Family Bonding sessions over three days in October 2020 for the children to bond with their incarcerated parents. It was a very meaningful time for the children and their parents, as it gave them the opportunity to express their feelings through words of affirmation and encouragement.

Peacehaven Bedok Arena



In August 2020, we opened Peacehaven Bedok Arena to provide a suite of programmes to help seniors age in place. Operating as an eldercare centre, we provide active ageing, befriending and dementia day programmes for seniors to maintain a healthy lifestyle and live in the community for as long as possible.

EagleCares Badminton Programme



The Singapore Badminton Association and Borden Eagle Group launched the EagleCares badminton programme on 9 February 2021, with President Halimah Yacob as the guest-of-honour. Gracehaven and The Haven are part of this meaningful programme which enlists national athletes as volunteers to coach our youth.



55 in 55 Campaign

To mark his 55th birthday, Stephen Choy swam 5.5km, cycled 550 km, and ran 55 km, within 55 hours to raise over \$55,000 for Gracehaven. Through his fundraising efforts, he has made a positive impact on the lives of our young residents and inspired them to persevere regardless of their challenges.

Singapore Health Quality Service Awards



Peacehaven had a total of 75 Hero award winners at the Singapore Health Quality Service Awards 2021. This special virtual edition was held by SingHealth to honour healthcare heroes who have contributed significantly in our nation's fight against Covid-19. We salute our heroes for their commitment in providing the best professional care for our residents.





THE HAVEN

Our small group home concept allows us to give closer attention to the residents and deliver age-appropriate activities.

The Haven helps vulnerable children and youth whose families are unable to care for them. Many of our young residents need special care as they come from challenging or dysfunctional home environments. We seek to be a refuge for these children and youth via a small group home concept to provide them with a secure and warm family-like environment.

To help our residents who often have complex needs, we adopt a multidisciplinary approach with individualised care plans drawn up for each resident. Counselling and specialised care are provided to help our residents overcome their past hurts and pave the way for their recovery. Through academic mentoring and other quality programmes, our residents acquire essential life skills and become more confident. We also work closely with them and their families towards a successful reintegration and reunification. To support older male residents, Transitions@Haven provides safe accommodation and mentoring for residents transitioning to independent living.

Moving forward, we will be equipping our residents and their families with solution-focused skills to support them through their restoration journey. We also hope to engage with more partners to enhance our provision of care and support for our residents.

GRACEHAVEN

At Gracehaven, we provide a full continuum of care for children and youth who require out-of-home care, protection or rehabilitation due to a lack of parental supervision, risk behaviours and family breakdowns.

Our programmes meet a wide range of short and long term needs, including interim placement and assessment, residential care, and fostering.

Our Interim Placement and Assessment Centre helps children and youth by providing protection and therapeutic programmes, while assessing their needs for their placement in the most appropriate care environment. For children and youth staying in our residential Home, we provide tailored care plans according to their individual needs. Positive values are imparted through

our activities to help residents grow in maturity.

Gracehaven has also been actively promoting our fostering services to encourage families to open their homes to foster children. Our team of social workers journey with the foster children and families, and support them through casework management, visits, training and crisis intervention support. During the year, we have also worked closely with the LoveSingapore Movement and played an instrumental role in raising greater awareness on fostering.





YOUTH DEVELOPMENT CENTRE

Located in Kallang Bahru, our centre reaches out to latchkey youth-at-risk between the ages of 10 and 21, with a focus on troubled youth who have issues at home or in school. Our staff and volunteers at the centre engage the youth through a variety of sports, music and social activities, allowing them to pursue and develop their areas of interest. Through these activities, we identify potential youth leaders and help nurture them through our mentoring programme so they can be good role models to the younger members at the centre.

As part of The Salvation Army's continuum of care for children and youth, our centre also provides aftercare services for children and youth who are either discharged from our residential homes or for those who are in non-residential care but require further mentoring. Moving forward, our centre aims to strengthen our case management services and social work capabilities.

At the Youth Development Centre, we believe in the potential of every youth and aim to provide them with opportunities to pursue their interests.

Prison Support Services – Kids In Play envisions an inclusive society where families of incarcerated persons are embraced and empowered to be contributing members of the society.

To support these families during the difficult period of separation, we provide professional help to reduce the impact of incarceration on the children and their caregivers. We focus on strengthening family ties and our comprehensive range of services include casework management, individual counselling, group work and family bonding activities. We also facilitate the reintegration of incarcerated parents with their families after they have been released.

Since the circuit breaker was implemented, many of our regular programmes have been conducted virtually. For the children's EMPower group work sessions, we focused on building resilience through the inculcation of healthy values in every child. We supplemented these activities with the Caregivers' Connect sessions to update caregivers on what had been taught to their children, and to support them through their challenges. Due to safe management measures, Family Bonding sessions for the children to interact with their incarcerated parents were also held via video conferencing.

Moving forward, we hope to expand our programme to include more children in the community and have more meaningful engagements to help the children, caregivers and incarcerated parents strengthen their family ties.



PRISON SUPPORT SERVICES - KIDS IN PLAY

CAREHAVEN

In partnership with the Centre for Domestic Employees, Carehaven provides a residential care programme for foreign domestic workers caught in challenging circumstances.

Through meaningful programmes, we work towards improving the well-being of the sheltered foreign domestic workers with the aim of guiding them to become more resilient. Besides providing counselling, we also offer English classes, cooking and sewing lessons to equip them with necessary skills for a better future.

To stay true to our cause, Carehaven also serves as an advocate for safe migration practices to help foreign domestic workers return safely to their home country.



To care for the foreign domestic workers, we see to their daily needs and provide timely assistance for those facing emotional distress over their situation.

Our one-stop centre supports the elderly and underprivileged in the community.



Family Support Services offers a wide range of services such as casework management, counselling, financial and food ration assistance, elderly befriending services and support groups for the elderly and youth. We also provide referral services to link people to relevant agencies if they require further assistance.

During our monthly food ration distribution, we offer basic health checks such as blood pressure and blood glucose examinations for our beneficiaries. We also assist the frail and elderly through our Guardian Angel service in areas such as medical appointments, grocery shopping, and home refurbishment.

With digitalisation becoming an essential part of our lives, Family Support Services will be empowering more elderly to use digital applications such as Singpass, TraceTogether and various healthcare apps.

SOJOURN



Sojourn reaches out to the male migrant worker community and seeks to improve their well-being during their stay in Singapore.

We also hope to enhance the social integration between the migrant and local communities through befriending and social activities.

At Sojourn, we address the concerns of the migrant workers, who constantly worry about the effects of the pandemic, their financial burdens and the impact on their families back home. As we have a presence in two large dormitories, we are able to assist these troubled workers directly, and provide them with counselling and practical support.

Together with our strategic partners, we offer health screenings, physiotherapy and traditional Chinese medicine treatments to the migrant workers. Enrichment and English lessons are also conducted regularly to help them improve their skills for a brighter future. To ease the transition to life in Singapore, we also organise various recreational activities for them to interact and integrate with local communities.

FAMILY SUPPORT SERVICES

PEACEHAVEN NURSING HOME

Peacehaven Nursing Home meets the needs of sick and frail elderly with physical or mental disabilities by providing professional clinical care in a caring and homely environment.

Our comprehensive services include nursing care, general practitioners' services, occupational therapy, physiotherapy, speech therapy, dental services and pastoral care.

Our holistic model of compassionate care is centred on the residents' individual needs and well-being. Residents are empowered to continue in self-care and to make their own decisions.

To help them improve or maintain their overall health, we encourage and reward them when they participate in physical exercises and other beneficial activities.



PEACEHAVEN DAY CENTRES

Peacehaven Day Centres at Bedok and Changi offer the Integrated Home and Day Care programme to meet the healthcare needs of the frail elderly through medication, nursing, rehabilitation, psychosocial, home assessment and personal care support.

We tailor the care plan based on our client's individual needs, and a multidisciplinary team will conduct regular reviews to assess the outcomes and adjust the plan when there are changes in a client's well-being. Through various activities conducted at the centres, we help our elderly clients age gracefully and lead fulfilling lives in the community.



Peacehaven Jade Circle is a joint development between The Salvation Army, Lien Foundation and Khoo Chwee Neo Foundation.

Our purpose-built facility comprises the Jade Circle Arena, Jade Circle Acaademy and Jade Circle Apartment, a residential care facility.

With the aim of promoting active ageing, Jade Circle Arena serves as an intergenerational centre for the young and old to play and interact in a safe environment. Individuals and families can bond over a variety of activities that support the physical, mental and psychosocial well-being of the elderly.



Peacehaven Bedok Arena aims to improve the quality of life for seniors living in the community through a comprehensive suite of programmes.

Our eldercare centre provides active ageing, befriending and dementia day programmes to meet the needs of the seniors. We also offer necessary intervention and support to help them live in the community for as long as possible.

Working hand in hand with our Community Befriending programme and our Community Resources and Engagement Support Teams, we care for the mental health of seniors living in the Fengshan area.



PEACEHAVEN JADE CIRCLE

PEACEHAVEN BEDOK ARENA

CORPS & CORPS COMMUNITY SERVICES

The Salvation Army's motivation stems from a love for God, and we express this love through our spiritual ministry and our love for people.



We have seven family-friendly corps, and our worship services are held in English, Mandarin and Tamil. We also have Myanmar, Filipino and Indonesian fellowship groups and various activities for different age groups and ministries.

Our corps supports our social centres and reaches out to the community to show our care for others. Changi Corps offers practical assistance to former inmates released from prison, while

Bishan Chinese Corps and Kallang Bahru Outpost befriends and assists seniors who need support. William Booth Corps also provides student care services, while Kallang Bahru Outpost offers academic support to primary school students. Balestier Corps, Eratchippu Corps, Singapore Central Corps and William Booth Corps extend care to the migrant workers' communities by organising meaningful activities and providing them with emotional support.

RED SHIELD INDUSTRIES

Red Shield Industries is our social enterprise arm that has five family stores and eight donation-in-kind booths located across Singapore. With the income generated from the sale of the donated items, Red Shield Industries support The Salvation Army's mission to provide holistic care to the community.

We partner with the Institute of Mental Health on its retail therapy programme to help strengthen their clients' employability skills. Around 60 clients were enrolled in FY2021, and 20 of them secured a job after completing the programme.

In the past year, we deployed our mobile sales trucks to dormitories so that male migrant workers can conveniently buy affordable goods. We also collaborated with other organisations, such as the Centre for Domestic Employees, to set up sales booths for foreign domestic workers. To boost retail sales during the pandemic, we took the opportunity to embark on telemarketing to promote items to our members.

Moving forward, we hope to increase productivity by using skid container tanks to collect larger amounts of donated items. Plans are also underway to convert a part of Tanglin Family Hub to a plant nursery with a cafe to enhance the shopping experience.





PRAISEHAVEN RETREAT CENTRE

Praisehaven Retreat Centre provides affordable meeting rooms and accommodation for functions, retreats and camps.

We offer complimentary Wi-Fi and have various types of apartments, bedrooms and dormitories to suit various group sizes. Our centre is conveniently located next to Hillview MRT station with many nearby amenities such as nature reserves, parks and dining places.



VOLUNTEERISM

Being a volunteer is more than just helping others. In the eyes of our beneficiaries, volunteers help to inspire and motivate them through their passion to serve.

We would like to thank over 1,000 individuals, corporations, schools and groups who joined us as volunteers in FY2021. Together with your support, we have managed to be a beacon of hope to those in despair during these trying times.

At The Salvation Army, we warmly welcome purpose-driven individuals who aspire to make a difference in our community. Join us for a variety of volunteering

opportunities such as academic and youth mentoring, befriending as well as logistic and retail support. We would also love to hear from passionate individuals, corporate groups and institutions who wish to initiate fundraising projects for our beneficiaries.

Learn more about how you can be part of our journey and register as a volunteer today at: sg.salvationarmy.org

IMPACTING LIVES



I am grateful for the grocery vouchers and food parcels from The Salvation Army as they help me to tide through the month.

Mdm Oh, Beneficiary
Bishan Chinese Corps
Community Services

When I feel down and stressed, I will call Sojourn for support and I always feel better after the call. Sojourn also gives us care packs and food which brightens up our day. All these caring acts have helped me to cope with the stress during the pandemic.

Mathi, Migrant Worker
Sojourn

I like to have engaging conversations with friends, staff and volunteers at the Home as I can learn from them and improve myself.

16-year-old Youth
Gracehaven

The Haven helped me to engage tutors even right before my 'O' levels and saw to my other needs. I would also like to thank my social worker who listened to my rants and worries, and helped me to get through a challenging 2020.

18-year-old Youth
The Haven

Youth Development Centre means a lot to me. I visit the centre regularly as it is a fun place and I get to meet many amazing, funny and caring people. It is a great place that offers many activities.

Angelina, Client
Youth Development Centre

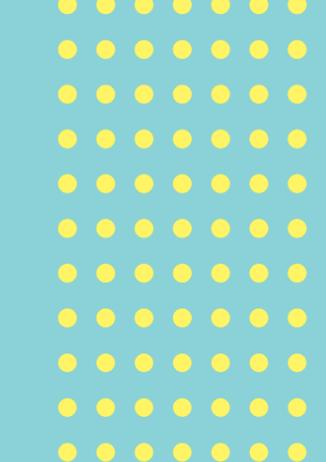
Family Support Services is like a second home to me. It is a place where I can meet my friends and engage in enriching activities.

Madam Chui, Client
Family Support Services

For the past 30 years, I took care of my frail husband all by myself. However, as I was getting on in years, I found it increasingly difficult to cope with my husband's needs. To help reduce my burden in the daytime, my husband began attending Peacehaven Changi Day Centre. I was pleased with this arrangement as it still allowed me to be close to him as we lived nearby.

However, the situation changed after I was hospitalised. I could no longer continue caring for my husband due to my own medical condition. I then made the difficult decision to admit my husband into Peacehaven Nursing Home. Initially, he found it challenging to adjust, but he is now accustomed to staying in the Home and understands that it is the best arrangement. I am grateful to everyone in Peacehaven who has taken good care of him.

Mrs Tan, Beneficiary's Wife
Peacehaven Nursing Home



CORPORATE INFORMATION

The Salvation Army was established under the Statutes of Singapore, Ordinance 23 of 1939 as Salvation Army Ordinance (Chapter 377).

TERRITORIAL MANAGEMENT BOARD

The Territorial Management Board is responsible for the wise and economical expenditure of all Salvation Army funds in the Territory, and for ensuring that no money is spent except in harmony with both the letter and spirit of orders and regulations.

TERRITORIAL MANAGEMENT BOARD MEMBERS

| NAME | DESIGNATION | DATE OF APPOINTMENT |
|---------------------------|---|---------------------|
| Colonel Rodney S. Walters | Territorial Commander | 1 Jan 2021 |
| Lieut-Colonel Hary Haran | Chief Secretary | 1 Jan 2021 |
| Colonel Wendy Walters | Territorial President of Women's Ministries | 1 Jan 2021 |
| Major Brenda Tan | Territorial Secretary for Personnel | 1 Jan 2021 |
| Major Lim Chee Kwee | Territorial Editor and Literary Secretary | 1 Jan 2021 |
| Major Michael Zielinski | Territorial Secretary for Business Administration | 1 Jan 2021 |
| Major Tan Guat Hai | Territorial Secretary for Programme | 1 Jan 2021 |
| Captain Andrew Lo | Territorial Youth and Candidates Secretary | 1 Jan 2021 |
| Mr John Ng | Director, Property | 1 Jan 2021 |
| Ms Koh Guek Eng | Director, Finance | 1 Jan 2021 |
| Mr Marcus Moo | Director, Social and Community Services | 1 Jan 2021 |
| Mr Peter Leow | Director, Human Resources | 1 Jan 2021 |

IPC REGISTRATION NUMBER
000549

UNIQUE ENTITY NUMBER
T07CC3012G

REGISTERED ADDRESS
20 Bishan Street 22
Singapore 579768

INTERNAL AUDITOR
Mr William Phua

LAWYERS
Donaldson & Burkinshaw

BANKERS
DBS Bank Ltd

AUDITORS
Ardent Associates LLP

INVESTMENT ADVISORS
Nikko Asset Management Asia Ltd
Lion Global Investors Ltd

CORPORATE INFORMATION

CENTRAL MANAGEMENT COUNCIL

The Central Management Council is established at Territorial Headquarters to assist the Territorial Commander in policy matters relating to the operations of The Salvation Army in the territory, other than those which are the responsibility of the Territorial Management Board.

CENTRAL MANAGEMENT COUNCIL MEMBERS

| NAME | DESIGNATION | DATE OF APPOINTMENT |
|---------------------------|---|---------------------|
| Colonel Rodney S. Walters | Territorial Commander | 1 Jan 2021 |
| Colonel Wendy Walters | Territorial President of Women's Ministries | 1 Jan 2021 |
| Lieut-Colonel Hary Haran | Chief Secretary | 1 Jan 2021 |
| Major Brenda Tan | Territorial Secretary for Personnel | 1 Jan 2021 |
| Major Lim Chee Kwee | Territorial Editor and Literary Secretary | 1 Jan 2021 |
| Major Michael Zielinski | Territorial Secretary for Business Administration | 1 Jan 2021 |
| Major Tan Guat Hai | Territorial Secretary for Programme | 1 Jan 2021 |
| Major Janene Zielinski | Territorial Assistant Secretary for Personnel | 1 Jan 2021 |
| Captain Andrew Lo | Territorial Youth and Candidates Secretary | 1 Jan 2021 |
| Ms Koh Guek Eng | Director, Finance | 1 Jan 2021 |

GENERAL EXPENDITURE BOARD

The General Expenditure Board is concerned with the prudent, economical and efficient conduct of all the business. The Board monitors that all expenditures are within the approved budget and can give approval for expenditure not in the budget after due care and consideration. The General Expenditure Board will seek the approval of the Territorial Management Board for expenditures beyond the Board's limit.

GENERAL EXPENDITURE BOARD MEMBERS

| NAME | DESIGNATION | DATE OF APPOINTMENT |
|-------------------------|---|---------------------|
| Major Michael Zielinski | Territorial Secretary for Business Administration | 1 Jan 2021 |
| Major Brenda Tan | Territorial Secretary for Personnel | 1 Jan 2021 |
| Major Tan Guat Hai | Territorial Secretary for Programme | 1 Jan 2021 |
| Captain Andrew Lo | Territorial Youth and Candidates Secretary | 1 Jan 2021 |
| Ms Angeline Tan | Director, Public Relations | 1 Jan 2021 |
| Ms Koh Guek Eng | Director, Finance | 1 Jan 2021 |
| Ms Joyce Ong | Accountant | 1 Jan 2021 |

INTERNAL AUDIT COMMITTEE

The Committee serves to evaluate, assess and monitor governance, risk and compliance factors and can challenge any current practice, champion best practices and be a catalyst for improvement with the objective of ensuring that the organisation as a whole can achieve its strategic objectives. To this end, the Committee is prepared to make any necessary recommendations for developmental effectiveness.

INTERNAL AUDIT COMMITTEE MEMBERS

| NAME | DESIGNATION | DATE OF APPOINTMENT |
|--------------------------|---|---------------------|
| Lieut-Colonel Hary Haran | Chief Secretary | 1 Jan 2021 |
| Major Michael Zielinski | Territorial Secretary for Business Administration | 1 Jan 2021 |
| Major Brenda Tan | Territorial Secretary for Personnel | 1 Jan 2021 |
| Major Tan Guat Hai | Territorial Secretary for Programme | 1 Jan 2021 |
| Captain Tan Bee Yit | Corps Officer | 1 Jan 2021 |
| Ms Koh Guek Eng | Director, Finance | 1 Jan 2021 |
| Mr William Phua | Director, Audit, Risk & Safety Management | 15 Mar 2021 |

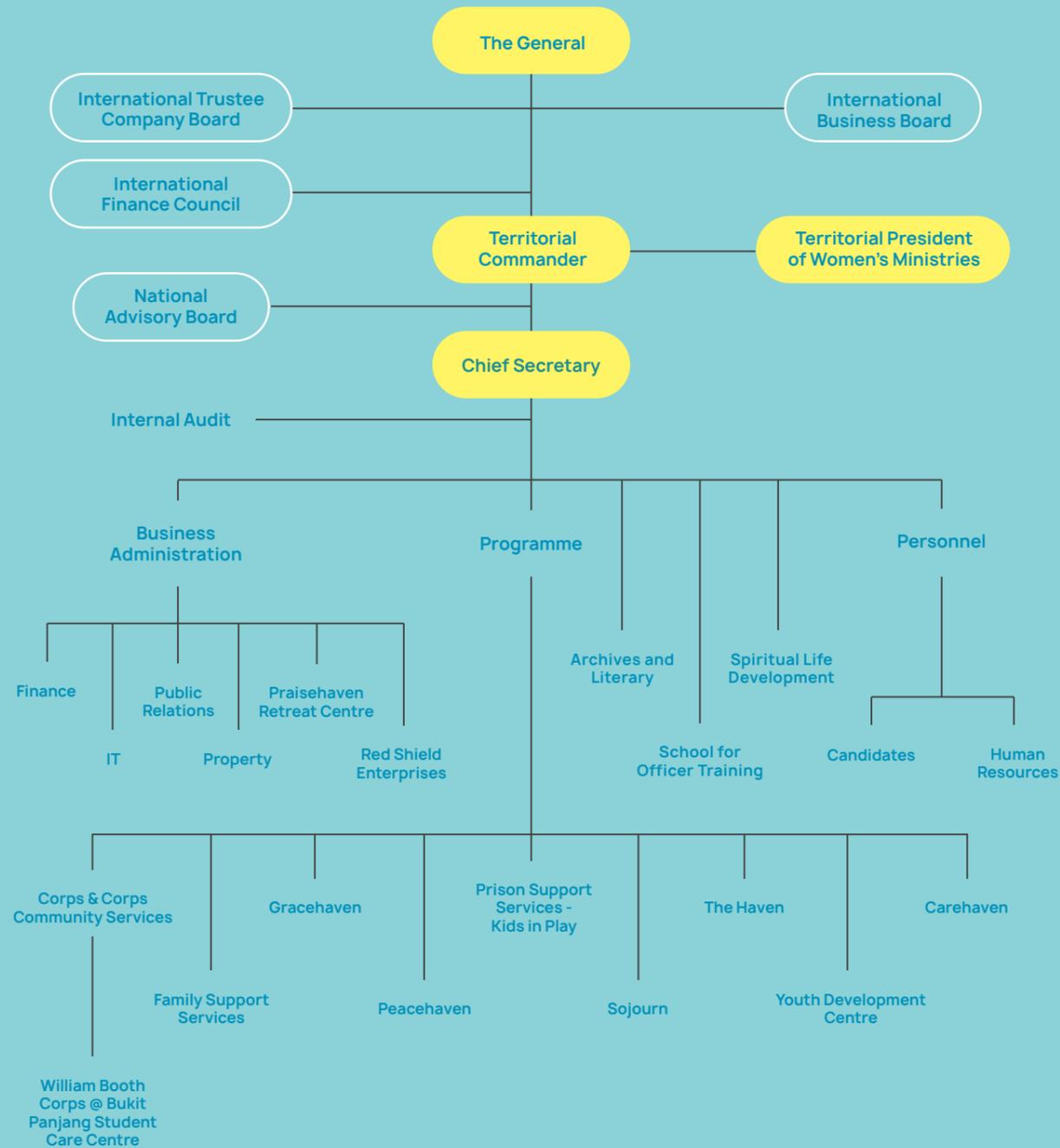
HUMAN RESOURCES COMMITTEE

The Committee reviews human resource policies and procedures and ensures that they are effectively implemented. It considers strategic matters related to salaries and allowances, and evaluates annual wage adjustments and variable bonus factors. It also assesses and approves applications for hiring and promotion (senior positions) and reviews training, grievances, discipline, redundancies, resignations and dismissals. Recommendations made by the Committee will be submitted to the Territorial Management Board for approval.

HUMAN RESOURCES COMMITTEE MEMBERS

| NAME | DESIGNATION | DATE OF APPOINTMENT |
|------------------------|---|---------------------|
| Colonel Wendy Walters | Territorial President of Women's Ministries | 1 Jan 2021 |
| Major Brenda Tan | Territorial Secretary for Personnel | 1 Jan 2021 |
| Major Janene Zielinski | Territorial Assistant Secretary for Personnel | 1 Jan 2021 |
| Major Tan Guat Hai | Territorial Secretary for Programme | 1 Jan 2021 |
| Captain Andrew Lo | Territorial Youth and Candidates Secretary | 1 Jan 2021 |
| Ms Koh Guek Eng | Director, Finance | 1 Jan 2021 |
| Mr Marcus Moo | Director, Social and Community Services | 1 Jan 2021 |
| Mr Peter Leow | Director, Human Resources | 1 Jan 2021 |

ORGANISATION STRUCTURE



As at 31 March 2021

CORPORATE GOVERNANCE

The Salvation Army continually works at putting good organisational policies and processes in place, towards good governance standards and in compliance with the code of governance for charities and institutions of public character.

CONFLICT OF INTEREST POLICY

The Salvation Army's Conflict of Interest Policy aims to protect the organisation's welfare and best interests over and above all priorities and objectives. The policy mandates that no key personnel of The Salvation Army shall be involved in activities that violate the principles of the organisation and derive any personal profit or gain, directly or indirectly, by reason of his or her work with The Salvation Army.

Each key personnel shall disclose to the Territorial Management Board of any personal interest which he or she may have in any matter pending before the organisation and shall refrain from participation in any decision on such matter, upon his/her taking up of the employment/appointment in the organisation. Annual declaration of interests by key personnel is required. He / She shall fully disclose to the Territorial Management Board in the event a conflict of interest situation may arise.

RESERVE POLICY

The policy defines reserve as that part of the income funds that is freely available for its operating purposes not subject to commitments, planned expenditure and spending limits. It does not include endowment funds, restricted funds and designated funds. In the audited financial statements, this reserve is termed "unrestricted reserve".

The reserve provides financial stability and the means for the development of our principal activity. The reserve target in each fund is established at a level equivalent to two times the amount of annual operating expenditure. The level of the reserve is being reviewed annually.

ANTI - MONEY LAUNDERING POLICY

The policy seeks to protect The Salvation Army, its officers, employees and all personnel related to The Salvation Army against money laundering practices to which all charities are at risk of being exposed to through exploitation by criminals and terrorists. All Salvation Army personnel are required to be vigilant; be committed to strong governance and financial transparency; know our key donors and beneficiaries; conduct transactions via regulated financial channels; ensure that funds are applied in a consistent way to our mission and objectives; and report suspicious transactions to the authorities.



CORPORATE GOVERNANCE

FRAUD CONTROL STRATEGY

Fraud is a criminal act that will not be tolerated by The Salvation Army. Fraud (includes finances, material and property) perpetrated by anyone in the organisation will be referred for investigation and the matter be reported to the Territorial Management Board. Any allegation of fraud will be treated with confidentiality.

This policy statement outlines detailed steps on the identification of suspected or actual fraud. It includes investigation, recommendations of actions to be taken such as reporting to the Police and informing The Salvation Army International Headquarters, disciplinary action and recovery of debt. Appropriate counselling will be made available to all affected parties. Prevention is imperative and all heads, managers and supervisors must meet their responsibilities in preventing fraud and, wherever possible, adopt the necessary procedures and policies to minimise the risk of it happening.

WHISTLE BLOWING POLICY

The Salvation Army is committed to maintaining a high standard of moral and ethical conduct; and complies with accounting, financial reporting, internal controls, corporate governance, auditing requirements and any relevant legislation. In line with this commitment and our belief in open communication and transparency, the Whistle Blowing Policy aims to provide an avenue for employees, volunteers and external parties to raise concerns and offer reassurance that they will be protected from reprisals or victimisation for whistle blowing in good faith.

HUMAN RESOURCES MANAGEMENT

The Salvation Army management accepts the responsibility for good employee relations within relevant legislation and labour framework. The Human Resources Department is responsible for administering the personnel policies and procedures concerning employment matters.

All employees are given an Employee Manual. Guidelines are also established for effective management of our volunteer resources. A risk register is maintained to monitor areas of staffing, competency deficiency, and workplace safety and health. We recognise that attracting, retaining and motivating people requires innovative integration and enhancement of our reward, performance, learning and development management practices.

DATA PROTECTION POLICY

The Salvation Army data protection policy provides information about how The Salvation Army collects, uses and discloses personal data about individuals while recognising both individuals' right to protect personal data and our need to collect, use or disclose it for purposes that we believe are reasonable and appropriate in the circumstances of the Army's Corps, charitable work and other work in the community.

It applies to the personal data of all individuals who attend services or other meetings of Salvation Army Corps and/or are the beneficiaries/clients or potential beneficiaries/clients of the Army's work as well as donors, employees, volunteers and online users of our websites and online platforms.

If individuals are not in any of these categories but we collect, use or disclose personal data about individuals in the course of the Army's work in the community, this data protection policy will apply to that personal data consistently with the way in which it applies to the above individuals.

SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 MARCH 2021

SUMMARY STATEMENTS

of Changes in Funds and Reserves for the year ended 31 March 2021

| | Total Funds |
|-------------------------------------|----------------|
| As at 1 April 2019 ('\$000) | 125,118 |
| Total surplus for the year | (4,108) |
| As at 31 March 2020 ('\$000) | 121,010 |
| As at 1 April 2020 ('\$000) | 121,010 |
| Total surplus for the year | 4,559 |
| As at 31 March 2021 ('\$000) | 125,569 |

of Financial Position as at 31 March 2021

| | 2021 (\$'000) | 2020 (\$'000) |
|---------------------------------|----------------|----------------|
| Funds and Reserves | | |
| Capital contribution funds | 51,265 | 53,971 |
| Restricted funds | 5,042 | 3,000 |
| Designated funds | 54,734 | 51,627 |
| Unrestricted funds | 14,528 | 12,412 |
| Total Funds and Reserves | 125,569 | 121,010 |
| Non current assets | 91,875 | 92,225 |
| Current assets | 40,430 | 36,573 |
| Total Assets | 132,305 | 128,798 |
| Current liabilities | 6,736 | 7,788 |
| Total Liabilities | 6,736 | 7,788 |
| Net Assets | 125,569 | 121,010 |

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

GENERAL INFORMATION

The Salvation Army, Singapore (the "Organisation") was constituted as a corporation in Singapore under the Statutes of the Republic of Singapore, Salvation Army Ordinance (Chapter 377). The Organisation is registered as an exempt charity under the Charities Act (Chapter 37) and domiciled in Singapore. The registered address of the Organisation is at 20 Bishan Street 22, Singapore 579768.

The Salvation Army, Singapore is organised for administrative purposes into two units, as described below:

- **General Fund, Singapore**
The General Fund deals mainly with the activities for generating funds, Christian education and activities, and all headquarters matters not specifically included the Social Fund, which includes undertaking the functions of an owner of property and deals with all transactions relating to the properties owned by the Organisation.
- **Social Fund, Singapore**
The Social Fund deals with the social operations of the Organisation which has been conferred with Institute of Public Character status. Accordingly, qualifying donors are granted tax deduction for donations made by them to the Social Fund.

The Organisation provides Christian education and activities through its Corps.

The Organisation also provides:

- nursing home;
- residential homes for the children and young people at risk;
- ministries to troubled young people;
- day care centres for children and the elderly;
- food for families;
- counselling services;
- prison support services;
- fostering agency services;
- outreach programme for male migrant workers; and
- residential care programme for sheltered foreign domestic workers in distress.

The Organisation operates the Red Shield Industries which sells mainly donated goods at an affordable price.

There have been no significant changes in the nature of the Organisation's activities during the year.

The financial statements of the Organisation for the current financial year were approved and authorised for issue by the Territorial Management Board on the date of the Statement by the Territorial Management Board.

BASIS OF PREPARATION

The financial statements of the Organisation have been prepared in accordance with the Singapore Charities Accounting Standard ("CAS").

The financial statements have been prepared on the historical cost basis.

The financial statements are presented in Singapore dollars ("S\$"), which is the Organisation's functional currency.

FUNDS

- **Capital contribution funds**
These represent funds set up to meet costs relating to property, plant and equipment.
- **Designated funds**
These are funds specifically set aside by the Organisation to meet operational plans or anticipated needs.
- **Restricted funds**
These are donations and grants held for restricted purposes as specified by the donors or grantors.
- **Unrestricted funds**
This is the working capital of the Organisation.

TAX-DEDUCTIBLE RECEIPTS

The Organisation enjoys concessionary tax treatment whereby qualifying donors are granted tax deductions for the donations made to the Organisation. This status is effective for the period from 1 July 2019 to 30 June 2022 under the Institutions of a Public Character Scheme.

| | 2021 (\$'000) | 2020 (\$'000) |
|---|---------------|---------------|
| Total value of tax-deductible receipts issued | 5,235 | 4,965 |

RELATED PARTY TRANSACTIONS

• Transactions with related parties

Significant transactions between the Organisation and related parties took place at terms agreed between the parties during the financial year:

| | 2021 (\$'000) | 2020 (\$'000) |
|--|---------------|---------------|
| Transactions with The Salvation Army, Malaysia | 261 | 23 |
| Transactions with The Salvation Army, Myanmar | 3 | (20) |
| Transactions with International Headquarters | (27) | (26) |

• Compensation for key management personnel

| | 2021 (\$'000) | 2020 (\$'000) |
|--|---------------|---------------|
| Salaries and other short term benefits | 1,139 | 1,148 |

Number of key management in remuneration bands:

| | | |
|-------------------------|----|----|
| < S\$100,000 | 11 | 11 |
| S\$100,000 - S\$150,000 | 3 | 2 |
| > S\$150,000 | 1 | 1 |

Key management personnel comprises members of the Territorial Management Board and the Central Management Council. Except for the above, there were no claims by the key management personnel for services provided to the Organisation, either by reimbursements or by providing the key management with an allowance or by direct payment to a third party during the financial year. The key management personnel received remuneration or other benefits and such amounts are recorded in The Salvation Army, General Fund, Singapore.

TAXATION

The Organisation is registered as an exempt charity under the Charities Act (Chapter 37). By virtue of Section 13(1)(zm) of the Income Tax Act (Chapter 134), the Organisation's income is exempted from income tax.

LEAVING A LEGACY

The Salvation Army is most grateful to donors like yourself who give generously to support our work over the years. It would mean a lot to those in need if such giving could be extended to the future through your estate.

There will always be people in need of assistance beyond your lifetime. By choosing to make a lasting contribution to The Salvation Army, your generosity and kindness will help sustain our mission that began in Singapore in 1935, to give the most comprehensive care possible to people in need.

You may choose from varied giving options through your Will, insurance policies, annuities and Central Provident Fund. Your gift, no matter how big or small, will help to transform lives.

For more information, kindly contact Judy Chun at **8823 0533** or judy.chun@smm.salvationarmy.org.



ONE-TIME CONTRIBUTION FORM

Yes, I will help by giving a one-time contribution

\$500 \$200 \$100 \$_____

PERSONAL PARTICULARS

Name: Dr / Mr / Ms / Mdm / Mrs _____

Address: _____ Postal Code (_____)

Email: _____ Tel: _____ Mobile: _____

Personal donation NRIC / FIN: _____

Corporate donation Company Name: _____ UEN: _____

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (eg. NRIC/FIN/UEN).

DONATION DETAILS

I enclose my cheque made payable to **The Salvation Army**

Cheque No: _____ Bank: _____

Please charge my donation to: MasterCard VISA Amex Diners

Card No. - - Card Expiry /

Name as on card: _____ Signature: _____

Upon successful clearance of my donation, I would like to receive:

An SMS acknowledgment only. OR A tax deductible receipt for donations of \$50 and above.

I would like to find out more about:

Monthly Donations Volunteering Wills & Legacies Donating Items

The Salvation Army respects donors' confidentiality. By submitting our donation forms, we have added you into our donor mailing lists for processing donations, donor relationship management, fund raising and communications. To opt out of receiving communication materials for our donors, kindly email donations@smm.salvationarmy.org with the subject heading 'Unsubscribe'.

Please mail your donation with this slip to: **The Salvation Army, Ang Mo Kio Central PO Box 640 Singapore 915605**

SCAN TO DONATE



Give to Show You Care



Scan the QR code with your mobile banking app.



Key in the donation amount.



Enter your NRIC/FIN/UEN in the reference box for tax deductible benefits.

For tax deductible receipts, kindly email donations@smm.salvationarmy.org

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CONTACT US

TERRITORIAL HEADQUARTERS

20 Bishan Street 22 Singapore 579768
Tel: 6555 0188

CORPS

Balestier Corps

126 Balestier Road Singapore 329681
Tel: 6513 2460

Bishan Chinese Corps

20 Bishan Street 22 Singapore 579768
Tel: 6643 8874

Changi Corps

7 Upper Changi Road North Singapore 507705
Tel: 6546 5828

Kallang Bahru Outpost

Blk 66 Kallang Bahru #01-507 Singapore 330066
Tel: 6291 2142

Singapore Central Corps

20 Bishan Street 22 Singapore 579768
Tel: 6555 0252

Singapore Eratchippu Corps

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5346

William Booth Corps

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5327

William Booth Corps @ Bukit Panjang Student Care Centre

Blk 404 Fajar Road #01-267 Singapore 670404
Tel: 6763 0837

CAREHAVEN

(C/O Territorial Headquarters)
20 Bishan Street 22 Singapore 579768
Tel: 6555 0188

FAMILY SUPPORT SERVICES

Blk 42 Beo Crescent #01-95 Singapore 160042
Tel: 6273 7207

GRACEHAVEN

3 Lorong Napiri Singapore 547528
Tel: 6580 2250

PEACEHAVEN BEDOK ARENA

Blk 187 Bedok North Street 4 #01-02 Singapore 460187
Tel: 6581 9225

PEACEHAVEN BEDOK DAY CENTRE

Blk 121 Bedok North Road #01-161/163 Singapore 460121
Tel: 6445 1630

PEACEHAVEN CHANGI DAY CENTRE

7 Upper Changi Road North Singapore 507705
Tel: 6546 5492

PEACEHAVEN NURSING HOME PEACEHAVEN JADE CIRCLE

9 Upper Changi Road North Singapore 507706
Tel: 6546 5678

PRAISEHAVEN RETREAT CENTRE

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5302

PRISON SUPPORT SERVICES - KIDS IN PLAY

356 Tanglin Rd Singapore 247674
Belvedere Block B, BB 3-4
Tel: 6355 1456

RED SHIELD INDUSTRIES

Hotline for Pick-Up of Bulky Items
Tel: 6288 5438

WhatsApp for Donation In-Kind Enquiries

Tel: 8520 5343

Bukit Merah Family Store

Blk 133 Jalan Bukit Merah #01-1516 Singapore 160133
Tel: 6718 2513 (press 3)

Hope Centre Family Store

7 Upper Changi Road North Singapore 507705
Tel: 6718 2513 (press 4)

IMH Pick N Choose Store

10 Buangkok View Singapore 539747
Tel: 6718 2513 (press 5)

Praisehaven Mega Family Store

500 Upper Bukit Timah Road Singapore 678106
Tel: 6718 2513 (press 2)

Tanglin Family Store

356 Tanglin Road Singapore 247674
Tel: 6718 2513 (press 1)

SCHOOL FOR OFFICER TRAINING

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5332

SOJOURN

(C/O Territorial Headquarters)
20 Bishan Street 22 Singapore 579768
Tel: 6555 0188

THE HAVEN

350 Pasir Panjang Road Singapore 118692
Tel: 6775 0366

YOUTH DEVELOPMENT CENTRE

Blk 65 Kallang Bahru #01-305 Singapore 330065
Tel: 6297 1098

DONATE ONLINE:
sg.salvationarmy.org

WILLS & LEGACY:
8823 0533

DONATE IN-KIND:
www.redshieldindustries.com

SHOP ONLINE:
www.reddshop.com

BE OUR VOLUNTEER:
volunteer@smm.salvationarmy.org
6555 0232

For other enquiries, kindly email: public.relations@smm.salvationarmy.org



THE SALVATION ARMY SINGAPORE

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Singapore 915605

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