



THE SALVATION ARMY Restoring Lives

FY2025 ANNUAL REPORT
SINGAPORE SOCIAL FUND





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MESSAGE from our CHAIRMAN

This annual report for the financial year 2025 marks The Salvation Army's continued commitment to strengthening our social fabric through people-centred services. Guided by love for the community, we are thankful for our collaborators and partners supporting impactful initiatives with us.

In the service of vulnerable individuals and families across our society, this year marks a milestone for Gracehaven Fostering as they participated in the annual Fostering Open House, organised in partnership with the Ministry of Social and Family Development (MSF) and fellow fostering agencies. Events like these help raise awareness of the vulnerable children and youth in our community and offer an opportunity to connect with a loving family and home for them to thrive and grow. Together with our foster families, we hope to make a lasting impact on the lives of these children, providing them with the love and stability they deserve.

Our longstanding collaboration between Peacehaven, the Agency for Integrated Care (AIC) and Silver Generation Office (SGO) exemplifies our dedication to inclusive, compassionate care that honours and uplifts our caregivers - the pillars of our caring society. Initiatives such as Caregiving Kampong @ East Coast and A Day to Remember by SportCares reflect a shared national commitment to dementia awareness and caregiver support. This partnership truly serves as a model for how care providers and government agencies can come together to uplift caregivers and create a more compassionate, inclusive community. We are also encouraged by Peacehaven's educational and community outreach efforts, which support the goals of Healthier SG and bring care closer to where

our seniors live and belong. The organisation's adoption of new assessment tools and service innovations, aligned with the Ministry of Health's (MOH) direction, signals a forward-looking approach grounded in both quality and dignity of care.

In a year marked by both progress and deepening partnerships, The Salvation Army has exemplified the power of collaboration in service of vulnerable individuals and their loved ones across our society. Together, through trusted partnerships and shared purpose, we can continue restoring lives and building a more resilient, caring society.



Mr Lee Chee Yong
Chairman



The Salvation Army Headquarters @ Bishan

MESSAGE from the TERRITORIAL COMMANDER

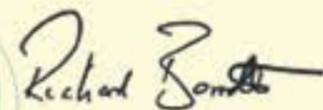
This year marks a significant milestone for The Salvation Army Singapore — 90 years of dedicated service to our community. It is a time to reflect on our journey, give thanks for all who have walked alongside us, and look forward to the future together with renewed purpose.

In 2024, The Salvation Army Singapore continued to serve as a steadfast anchor for those in need. Our theme, Restoring Lives, speaks to the very heart of The Salvation Army's mission; to walk alongside the vulnerable, offer hope to the weary, and journey with every individual towards

dignity and renewal. Through our meaningful partnerships and the help of the community, we advanced our shared vision of a society where every life matters and no one is left behind.

Since our beginnings, The Salvation Army has remained committed to one unchanging truth: that every person matters. In each chapter of our history, we have sought to restore lives — bringing hope where there is despair, light where there is darkness, and dignity where it has been lost. Our work continues today with the same unwavering spirit. Across our diverse programmes and ministries, we strive to be a compassionate presence to the most vulnerable among us — the children and youth, the elderly, our migrant brothers and sisters, ex-offenders and those on the margins. Every life touched is a reminder of why we serve.

As we celebrate 90 years of impact, we are also looking forward. With a heart for the community and a vision anchored in faith, we will continue to respond to evolving needs with love and compassion. To all who serve, support and journey with us — thank you. May we remain faithful in our mission, united in our purpose and courageous in our hope as we continue restoring lives for generations to come.



Colonel Richard Borrett
Territorial Commander
The Salvation Army Singapore, Malaysia,
Myanmar & Thailand



MESSAGE from our CHAIRMAN

As The Salvation Army Singapore commemorates 90 years of service, we pause to honour not just our legacy, but the many donors, partners and supporters who have made this journey possible. Throughout the decades, The Salvation Army has remained a beacon of compassion and care, responding to the needs of the most vulnerable in our community. This mission has been made stronger through the generosity and trust of our donors, partners, and supporters in the community.

Apart from the programmes and relationships we cultivate, our collaborations with like-minded organisations and community partners help us expand our care and services in our ever-evolving society, providing the best suited care for those who need it the most. Your support, through resource-sharing and volunteering, has helped extend our reach and deepen our impact. Together, we have improved lives, uplifted families, and created lasting change in our society.

As we look towards the future, the need for meaningful partnerships grows ever more urgent. In a world that continues to face complex social challenges, we believe that cross-sector collaboration remains key to building a more inclusive and caring Singapore. Every partnership helps us provide a path of solace and dignity for the vulnerable.

Through our Kids In Play (KIP) programme, we have served over 103 inmates in the past year, helping to foster connections between them and their loved ones as they transition back into their families and reintegrate into society. This programme aims to break the cycle of incarceration and foster a nurturing environment for children to thrive, a total of 186 children reached in the last year. The KIP team works tirelessly with the help of our partners and sponsors to strengthen familial bonds and build support for the families, ensuring every child and caregiver receives the care and guidance

they deserve. This programme truly exemplifies our commitment to evolving with the changing needs of the vulnerable in our community, and we are grateful for the opportunity to help honor the dignity of each individual, empowering them to start anew.

On behalf of The Salvation Army Singapore, thank you for your continued belief in our cause. We invite you to journey with us into the next chapter; to champion purpose-driven partnerships and to restore the lives of those who need it the most.



Dr. Bill Foo
Chairman
The Salvation Army, National Advisory Board



NATIONAL ADVISORY BOARD



Left to right: Captain Tan Bee Geok, Mr Daniel Chan, Ms Lilian Tan, Dr Bill Foo, Mr Jonas Lim, Colonel Richard Borrett, Mr Wen Khai Meng, Mr Aje Saigal, Ms Bianca Cheo, Lieutenant Colonel Nigel Cross, Captain Tan Bee Yit.

We are blessed to have Mr S. Dhanabalan as our Patron and Dr Bill Foo as the Chairman of the National Advisory Board. As at 31 March 2025, members of our National Advisory Board include Mr Daniel Chan, Ms Lilian Tan, Dr Bill Foo, Mr Jonas Lim, Mr Wen Khai Meng, Mr Aje Saigal, Ms Bianca Cheo, and Lieutenant Colonel Nigel Cross.

We welcome new members to the board including Colonel Richard Borrett, Captain Tan Bee Yit, and Captain Tan Bee Geok.

Colonel Hary Haran had concluded his service as the Territorial Commander for The Salvation Army Singapore, Malaysia, Myanmar & Thailand on 31st July 2025.

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 capital campaigns, fundraising, and leading philanthropically through personal support and referrals.

SINGAPORE SOCIAL FUND BOARD



Left to right: Mr Yeo Jih Shian, Lieutenant Colonel Nigel Cross, Ms Ang Sok Leng, Ms Pearly Kwok Kwai Choo, Mr Troy Lim, Mr Lee Chee Yong, Mr Stephen Lim, Dr Kelvin Koh, Colonel Richard Borrett, Mr Geh Si Yuan.

The Salvation Army Singapore Social Fund Board periodically reviews the strategic plan of the Singapore Social Fund including but not limited to the development plan of the capacity and capability of our services, and the monitoring of the progress of existing programmes and new initiatives.

We are blessed Mr Lee Chee Yong as the Chairman of the Singapore Social Fund Board. As at 31 March 2025, members of our Singapore Social Fund Board include Mr Yeo Jih Shian, Lieutenant Colonel Nigel Cross, Ms Ang Sok Leng, Ms Pearly Kwok Kwai Choo, Mr Lee Chee Yong, Mr Stephen Lim, Dr Kelvin Koh, and Mr Geh Si Yuan.

We welcome new members to the board including Colonel Richard Borrett, and Mr Troy Lim.

Colonel Hary Haran had concluded his service as the Territorial Commander for The Salvation Army Singapore, Malaysia, Myanmar & Thailand on 31st July 2025.

The board oversees the work of the Territorial Management Board as far as it applies to the effective decision-making and management of the operations of the Singapore Social Fund.

Under the Singapore Social Fund Board Constitution, the responsibilities of the Singapore Social Fund Board includes:

- Review and approve the strategic mission plan for the Singapore Social Fund and ensure it aligns with The Salvation Army Territorial and International mission objectives;
- Ensure adequacy of resources and the fulfillment of the social fund objectives;
- Review, and where necessary, adjust, on an annual basis, the strategic plan in response to significant changes in programmes and/or the external environment.

KEY HIGHLIGHTS



Red Shield Appeal Luncheon 2024

The Salvation Army Singapore held its 28th edition of the Red Shield Appeal and Luncheon Event at Conrad Centennial Singapore on Friday, 19 July 2024. This year's event was centered on the core theme of Restoring Lives with a strong focus on family reunification, reconciliation, healing, and mental wellness for The Salvation Army's social services and had raised over \$245,000 that would go on to benefit over 25,000 beneficiaries a year.

Race For Good 2024

The Race For Good 2024 was conducted with great fanfare with our 2nd edition of our annual sporting event taking place on Saturday, 14 September 2024. Notwithstanding the pouring rain in the early hours of the weekend, 1,300 passionate runners braved the weather to come together to "Move For Change" at Angsana Green, East Coast Park.



Staff Appreciation Event

At The Salvation Army Singapore's Staff Appreciation Night, we celebrated the staff and volunteers who dedicate their lives to serving others. Following in the footsteps of our founder William Booth, we believe that every act of service creates ripples of hope in the lives we touch and we continue to strive in creating a lasting difference in the community.



Christmas Kettling

Christmas Kettling in 2024 was our best performing yet, having the highest amount of \$350,000 donations gathered from our landmark public canvassing event. The kettling initiative also received additional support from members of the public who stepped forward to man the kettle at various locations across Singapore.



Amazing Mental Health Race (Re:Ignite)

The Children and Youth Group (CYG) Re:Ignite team equips young people with essential coping skills, emotional regulation strategies, and helps them discover their sense of self-worth and identity, empowering them to make a positive impact in their communities. Since its launch, Re:Ignite has made a difference to 56 children and youths in the community and within our Children's Homes, setting them on a positive path to mental well-being and greater mental resilience.



Peacehaven Awards

Peacehaven had been conferred the Ageing Asia awards including the Innovation Of The Year Award (Technology) – Finalist, and Facility Of The Year (Residential Aged Care) – Finalist, which highlights and showcases our continual commitment to improve the model of care and leveraging technology in ensuring the elderly's well-being.

The Masterchef Experience

The MasterChef Experience takes the best of the culinary world to the community with Chef Gary Maclean, Winner of Masterchef, The Professionals (UK), National Chef of Scotland, alongside interactive booths, live stage performances, and intergenerational activities that brought closeness amongst family and friends.



FUND RAISING & BRANDING INITIATIVES

The Salvation Army has remained steadfast in building meaningful and lasting relationships with our supporters through personalised engagement, multi-channel outreach, and creative content that raises awareness of our work with the elderly, children and youth, migrant workers, and ex-offenders. In FY2025, we expanded our storytelling efforts, exploring new formats and platforms to more effectively communicate the impact of our mission and the lives transformed by our services.

Our flagship fundraising initiatives, particularly the Red Shield Appeal, continue to anchor our efforts in deepening relationships with both new and long-standing donors. Complementing these are our signature public awareness campaigns, such as the iconic Christmas Kettling activation across malls and key locations, and the second edition of *Race For Good* — a sporting event that unites participants of all ages in a shared commitment to step up for change.

Alongside these physical engagements, we have strengthened our digital fundraising presence by launching campaigns on online giving platforms and introducing “Fundraise for Me” options, empowering individuals and groups to rally support for causes they care about. Digital communications and marketing remain our most effective means of reaching younger and more diverse audiences, ensuring that our legacy of service—built over 89 years—continues to resonate with the next generation of supporters.

Through rich and compelling video content, we have been able to share deeper stories of transformation, highlighting the programmes and initiatives that directly uplift our beneficiaries. Whether through traditional events or innovative digital campaigns, every fundraising initiative underscores our mission: to bridge the community with the vulnerable, and to invite people of all ages and backgrounds to make a meaningful difference in the lives of those we serve.

PLANNED FUNDRAISING EXPENDITURE

All events, campaigns, and appeals are budgeted in respect to the guidelines set by the Commissioner Of Charities and is currently at 12.80% out of a threshold of 30%. The expenditure are mainly centered on the event management costs, manpower costs, venue and catering costs, photography and videography costs, collateral design and printing, new media production and advertising, and more.

All funds allocated and used in these expenditure continues to provide exponential returns by continuing to touch and hearts and minds of those who receive our stories and messaging. All funds are appropriately accepted and documented and that donor confidentiality is respected. We do not use any third-party or commercial fundraisers for our initiatives.

PLANNED FUNDRAISING INITIATIVES

- Annual Red Shield Appeal Luncheon
- Race For Good 2025
- Christmas Kettling
- Islandwide Appeals
- Red Shield Club (Recurring Giving)
- Digital Marketing Campaigns
- Private Dining Experiences
- Film Fest
- Other Fundraising events



ENHANCEMENT TO FUNDRAISING EFFORTS

There will be a key focus in further enhancing and improving existing fundraising efforts to **refine a donor’s journey, improve donor onboarding and experience, and raising awareness of our work.**

Red Shield Club

For new and existing recurring donors under our Red Shield Club membership, they would be offered on a experiential tour across our various social centres each quarter to have a first-hand experience of the work we do for our beneficiaries. The tour not only allows them to witness how their contributed funds would be used, but to highlight various volunteer opportunities for them to contribute their time and presence with our beneficiaries.

Digital Marketing Campaign

Our digital marketing campaigns have evolved to include rich video content that take on a storytelling component that covers our staff, volunteers, and beneficiaries. These stories tell a deeper narrative into the struggles and respite our beneficiaries face, as well as the meaningful work done by our staff and volunteers. Digital storytelling has been an effective way to communicate and fundraise for the various groups we serve.

Race For Good 2025

Our flagship sporting event will break new ground with its 3rd edition, set against the fresh backdrop of Punggol Digital District and Coney Island. This move allows us to reach and engage new communities where The Salvation Army’s presence has been limited, while continuing to position the race as a hallmark event eagerly anticipated by amateur runners, seasoned athletes, and families alike. The event consistently brings a couple of thousand new donors to contribute to the work for our beneficiaries each year.





BUILDING & SUSTAINING

Our Green Commitments

The Salvation Army continues to build toward achieving The Green Master Plan with aims to achieve net zero emissions by 2030. This initiative aligns with our International Headquarters' Integrated Performance Strategy (IPS) and echoes the green commitments of the Singapore, Malaysia, Myanmar, and Thailand governments. We continue to embrace these eco-forward principles in reviewing and implementing new processes and frameworks to become a leader in sustainability across the non-profit sector.

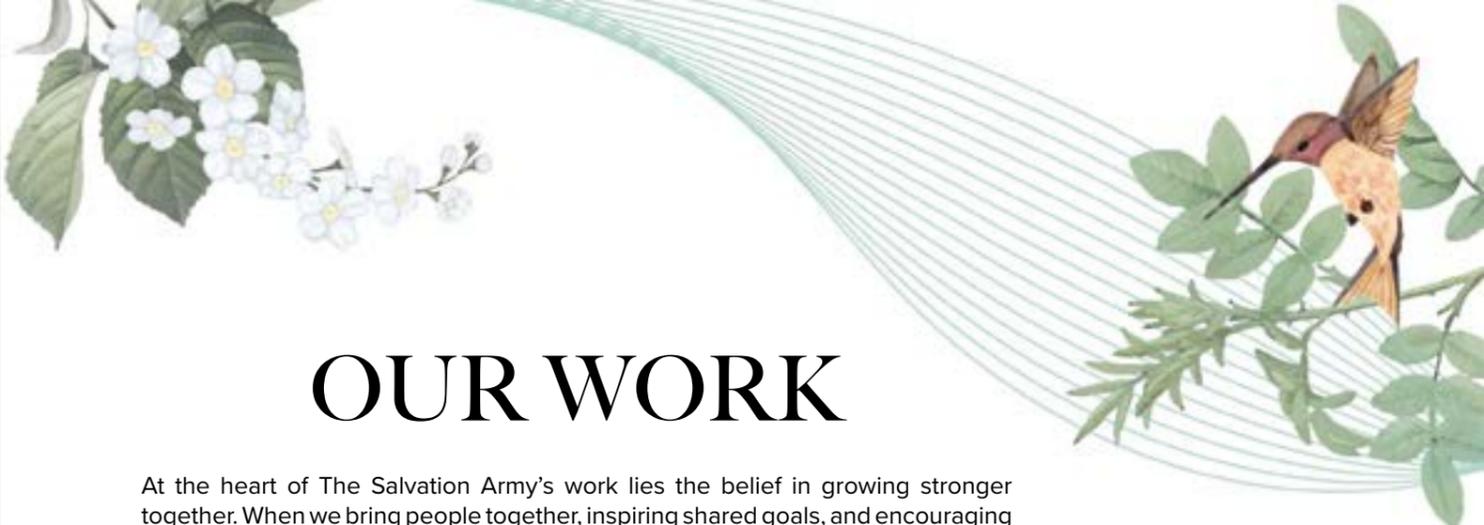


The Salvation Army Singapore has successfully achieved the EDGE Green Building Certification, an internally recognized sustainability standard developed by the International Finance Corporation (IFC), a member of the World Bank Group.

EDGE (Excellence in Design for Greater Efficiencies) focuses on measuring and improving the performance of existing systems rather than requiring heavy capital investment. It evaluates buildings based on energy efficiency, water usage, and embodied energy in materials. The certification process includes a detailed audit of our current systems and provides recommendations for operational improvements that enhance sustainability without primary asset replacement.

This approach aligns well with our sustainability goals and operational constraints. Notably, many multinational corporations and Temasek-linked companies such as CapitaLand have also adopted EDGE certification for their properties, recognising its practicality and global credibility.

To further our mission towards achieving sustainable operations whilst continuing our work in the social sector, we continue to call upon donors to fund vital initiatives and investment in green technologies such as solar panels, energy-efficient fixtures, and sustainable building materials, to reduce our carbon footprint.



OUR WORK

At the heart of The Salvation Army's work lies the belief in growing stronger together. When we bring people together, inspiring shared goals, and encouraging one another, we create a powerful force for positive change that enables our society to grow stronger and thrive. The collective strength and cooperation are key to overcoming challenges. We are dedicated to serving those in need without discrimination.

CHILDREN AND YOUTHS

Serving children and youths who need protection and care, ageing between 5 - 18 years old

ELDERLY & FAMILY SUPPORT

According dignity and empowering seniors, including those with dementia, to live independently. Serving elderlies living alone and families struggling to make ends meet

EX-OFFENDERS

Providing aftercare support to ex-offenders to help them reintegrate into society

MIGRANT WORKERS

Supporting migrant workers who are caught in distressed circumstances



SCAN QR CODE
to learn more about our work



GRACEHAVEN

Gracehaven is a residential home for children and youth who require care, protection, and rehabilitation due to child protection risks and other safety concerns for the children and youth. The home provides trauma-informed and personalised care plans for each and every child to help enable healing, develop life skills, positive values and resilience. The key role they play is in the provision of evidence-based interventions through the Centre for Psychological and Counselling Services (CPC) which works towards reconciliation and reunification where it is safe and appropriate



KEY HIGHLIGHTS

Official Opening of The Oak Place

Last September, we officially opened The Oak Place, a dedicated therapeutic space at Gracehaven. Designed for counselling and clinical support, the facility addresses the heightened mental health needs faced by children with adverse childhood experiences such as abuse or neglect. With this dedicated space, we offer therapeutic interventions ranging from trauma-informed therapy to sandplay and family therapy, providing a nurturing environment for healing and restoration. This milestone marks a key step in our ongoing commitment to supporting the mental well-being of youth and their families and enabling our beneficiaries to overcome and thrive.

Heartfield Kindergarten Children's Day Fundraiser

In celebration of Children's Day, Heartfield Kindergarten organised a Fun Run, where their students ran laps around their school field to raise funds to provide hearty, nutritious meals for the residents of Gracehaven. The event raised both funds and awareness, and also demonstrated that it is never too young to embrace the spirit of giving. We are thankful to the parents and teachers of Heartfield Kindergarten for inspiring these young changemakers and for rallying their community in support of vulnerable children. A total of \$18,822.00 was raised through this meaningful project.

EVENTS

Rebranding Parents Connect to Family Connect

We believe in being family-centric and child-focused in our work. Recognising that family support extends beyond parents, we rebranded our signature family bonding event Parents Connect to Family Connect, to include grandparents, extended family, and other caregivers significant in the lives of our residents. The event focused on strengthening these broader bonds through shared activities and the joy of food. This shift reflects our inclusive approach to reunification, supporting each resident's unique family situation, aligned with our belief that children grow best in families.

Regular Food Sponsorships

Amidst rising food costs, we are thankful for ad-hoc and ongoing food sponsorships that brighten the days of our residents at Gracehaven. Rotary e-Club 3310's monthly dinners, Masjid Al-Istiqamah's daily Sahur and Iftar meals during Ramadan, and the monthly supply of dim sum from SMH Food bring joy and variety to our residents beyond our standard bento meals. These contributions ease food costs while enhancing the mealtime experience with wholesome and nutritious meals.

Corporate Social Responsibility (CSR) Partnerships

Corporate and community partners play a vital role in our work, contributing time, resources, expertise and networks to enrich the lives of the children and youth in our care. We extend our gratitude to the following partners for collaborating with us on meaningful CSR opportunities throughout the year: Aureus Academy, Collins Aerospace, Corning International, Drew & Napier, Far East Hospitality, Fractor, Great Eastern, Lions Club Hope, Love Link, Microsoft, New Women Power, PSA, Real Madrid Foundation Football & Basketball School, Singapore Youth For Christ, SMAG, UBS, United Overseas Bank, Wah Loon Engineering and many more.



FUTURE PLANS

Looking ahead, Gracehaven is exploring how to better support the educational and developmental needs of our children and youth. We understand that it is hard to keep up with school when things are not going well in their lives and hope to provide a more structured and supportive learning environment where residents can rise up to their potential. Beyond academic learning, we also hope to do more to enhance life skills and provide greater exposure to vocational skills, creating a holistic pathway for residents to navigate life beyond the classroom and the Home, to better thrive in society.



IMPACT NUMBERS FY2025

250 residents were impacted.

221 children and youth were positively impacted through the Centre of Psychological and Counselling Services (CPC).

(From Staff Engagement Survey)

90% of staff felt that their work was meaningful;

93% reported that they have a good relationship with their colleagues



YOUTH DEVELOPMENT CENTRE

We know that the teenage years are a special season of life! Youth Development Centre believes in the potential of youth! Rising to meet the growing societal needs, YDC has expanded its youth mental health programs over the past year to reach and engage young people meaningfully.

Do you know that research shows that resilience building is key to managing mental health? YDC's flagship programme is Re-Ignite, an evidence-informed youth mental health resilience programme that utilises an experiential and practical approach to support participants in exploring their identity, building emotional resilience, and discovering their ability to impact the world around them positively. Through this, youth attending our RE:Ignite also learn to make healthier choices. RE:Ignite has been run in community, schools as well as residential settings.

We also provide a safe and fun place for youth to be positively engaged through our Drop in Centre and activities. We believe in a good mix of fun and learning and are always finding new ways to make learning important skills fun! To reach more youth, we have included bite-sized wellness education in our activities!

Mental Health Resilience Activities:

- Amazing Mental Health Race
- Collaboration with Bendemeer primary and secondary to run Re:ignite
- Collaboration with our CYG's voluntary children's home to run Re:ignite at Gracehaven

Festive and Leisure Activities:

- Outing to Bird Paradise (Sponsored by Mandai wildlife group)
- Outing to Universal Studio Singapore (sponsored by SMU)
- Chinese New Year Louhei with the youth community at YDC
- Buka puasa with the youth community at YDC

We know that the teenage years are a special season in life! This year, to meet community needs better, YDC has grown our youth mental health programmes. Re:Ignite continues to be our flagship programme and aims at building up the mental health resilience of youth. It is specially developed to address the mental health related needs for youth with a history of adverse childhood experiences and is run in schools, community and residential settings. To reach out to even more youth, we have also started bite-sized resilience building activities to help youth learn key wellness skills in a fun way!

We collaborated with Singapore Management University for our inaugural Mental Health Amazing Race and we were heartened that our participants not only had fun but learnt useful tips.

I enjoyed the programme and found it fun. I like "Tangled Thoughts" and "Hoop or Hoot" helped me take a break from my overactive mind and focus on the moment.

– **Miranda**[^], 17 year old, a participant in the Amazing Mental Health Race at the Youth Development Centre

HOW WE HELP



YOUTH MENTORING

Empowering youth by inculcating life-transforming purposes through our mentorship programmes.



ACTIVITIES AND PROGRAMMES

Helping children and youth to stay active and healthy physically and mentally through a diverse range of outdoor, social, and academic related activities.

FUTURE PLANS

As we believe in the potential of youth, we will continue to build up our youth mental health programmes so that we can support them in learning important wellness skills and overcome any challenges so that their potential can be truly unleashed.

IMPACT NUMBERS FY2025

An average of **40** unique youth

189 attendees every month for mental health resilience activities

49 youths participated in our Re:Ignite programme in the community

Served over **89** residents



*I found the skills I learned through the programme helpful in managing my friendships and relationship challenges. Re-Ignite taught me how to **disregard unimportant or toxic relationship dynamics, helping myself feel more confident** in navigating my social relationships.*

– **Sofia**[^], 15 year old, a participant in our Re-Ignite programme at Gracehaven



KIDS IN PLAY

At The Salvation Army's Kids In Play (KIP) programme, we believe every child deserves a stable and loving home regardless of their circumstances. KIP supports families affected by incarceration, recognising the last impact it can have on children and caregivers.

Our dedicated team provides counselling, case management and family support designed to restore relationships and rebuild lives. We help break the cycle of incarceration; creating safe and nurturing environments where children can thrive and families can experience long-term stability. The process of reintegration can be challenging, therefore, we are committed to facilitating a smooth transition for incarcerated individuals back into their families.

IMPACT NUMBERS FY2025

103 incarcerated parents received reintegration support

100 caregivers empowered with resources and guidance

186 children reconnected with their families

HOW WE HELP



SUPPORT FROM CARE STAFF

Comprehensive counselling and case management services to children, their incarcerated parents and caregivers, ensuring holistic support during challenging times.



GROUPWORK SESSIONS

Through EMPOWER sessions, children build resilience, while Caregivers' Connect sessions equip caregivers with essential skills to provide optimal care.



FAMILY BONDING PROGRAMME

Fosters meaningful interactions between children and their incarcerated parents, facilitating emotional connections with caregivers.



FAMILY ACTIVITIES

Strengthening the bond between the children and their caregivers through fun family activities.



KEY HIGHLIGHTS

EMPOWER Group Sessions

7 runs of the EMPOWER group sessions were held at Rohei, Devan Nair Institute, Jurong East together with the caregivers and children and youth below 18 yrs old under their care.

Family Bonding Programme

4 runs of pre-session parent workshops in prison, 2 runs of open visits including incarcerated parents from 11 prison institutions, 2 runs of video conferences for families were held under the Family Bonding Programme. This was located at The Haven off Pasir Panjang Road.

Special Events and Outings

4 special events/outings to promote and facilitate family bonding were held in collaboration with community partners and corporate sponsors.

These programmes and activities are designed to:

Improve Resilience:

Participants have reported feeling more capable of managing emotions and challenges associated with the incarceration of their loved ones.

Inculcate a Community of Support:

Caregivers expressed a sense of connection and shared learning through support groups.

Improve Parent-Child Relationships:

Family Bonding sessions have led to increased positive interaction between children and incarcerated parents.



*Salvation Army KIP had done a tremendous job to support us when our loved ones were incarcerated. The team puts in lots of effort and time. My wife, granddaughter and I have been with the team for about 2 years. During our journey with the team, the team organised monthly meets, open visits, video teleconferencing and many other social activities. **I am delighted to attend all the activities as they gave smiles, laughter and joy to my dearest granddaughter.***

– Beneficiary at KIP

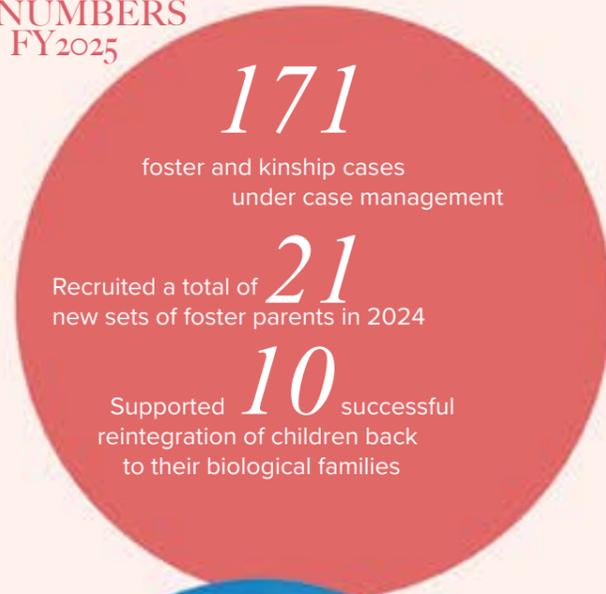
FUTURE PLANS

KIP plans to work with remand inmates who have not been sentenced with a shorter programme to meet the needs of families with children coping with incarceration of their loved ones.

GRACEHAVEN FOSTERING

Gracehaven Fostering, appointed by the Ministry of Social and Family Development (MSF), is The Salvation Army's fostering agency. We seek to partner foster families to provide a safe and caring home for foster children and young persons who need care and protection. These children often come with a history of abuse or neglect and come to us for temporary support, as circumstances prevent their families from providing adequate care. Through our compassionate and professional approach, we work tirelessly to ensure these young hearts find a nurturing and loving environment, where they can thrive and grow. Together with our foster families, we aim to make a lasting positive impact on the lives of these children, providing them with the love, support and stability they deserve as we build a brighter future together.

IMPACT NUMBERS FY2025



KEY HIGHLIGHTS

Fostering Sharing at Majid Yusok Ishak

Gracehaven Fostering collaborated with the above mosque to conduct a sharing about what fostering is. Sharing was done by our muslim Foster father Mr Faris, who also shared about his journey in fostering.

CNY Dinner at Gardens By the Bay

Some Foster Parents and an ex-foster youth who have been helping to share about fostering joined the dinner.

Fostering Open House

Gracehaven Fostering partnered with MSF and the other 4 fostering agencies to organize the annual Fostering Open House, held at Suntec City.

EVENTS

- Tea sessions (27 January, 13 April, 27 July)
- Fostering Roadshows (Woodlands Library Roadshow - 22 and 23 November)
- Volunteer Appreciation 24 February 2024
- Support groups
 - West Support Group (BBQ gathering - 27 April 2024)
 - East Support Group (Hiking at Rifle Range - 7 September 2024)
 - Mother's day Event (Flower Arrangement Workshop - 18 May 2025)
 - National Family Festival (1 June 2024)
 - Father's day Event (Repotting of plants - 6 July 2024)
 - Youth Event (4 August 2024)
 - Family Day Bird Paradise (16 August 2024)
 - Community Day (Giving out rations - 9 November 2024)
 - Mendaki Roadshow @Jurong Point (21 July 2024)
 - Annual Awards Ceremony (16 November 2024)

“ The fostering journey made us ‘parents’ for the first time and we were to receive a little toddler into our homes within a few weeks of getting a text from the foster care worker from TSA. There was a rush to settle the logistics, and then a blur even in the first days where we were thrown into the depths of parenting; cleaning poop, bathing and dressing a toddler, cooking, creating a routine, all while trying to get to know the little one we agreed to take care of. Thankfully, everyone around us, from family to even neighbours, have been extremely supportive of our journey and have all showed care and love to this little one. The journey has been a roller coaster ride, but a meaningful one, as we slowly do our best for this foster child entrusted to us.

Our foster care worker from TSA was also another great source of encouragement. She was meticulous in her communication and administration, and did regular check ins and visits to make sure we were adjusting well. During the transition period, plans had to be revised on the go as we weighed the best option for the child. When we informed her of our struggles with caring for the toddler, she did her best to problem solve and minimise prolonged hiccups. ”

– Maxine and Afiq, Foster parents

“ Ms Clarice is very empathetic, patient, and has been one of my biggest supporter. She never causes her clients to feel pressured or stressed, as she patiently listens to what they have to say. She is always very calm and collected; you can never tell whether she had a bad day or a long day. She is a really admirable person to me, as not only does she have a kind and big heart for her clients, she is also very resilient and applies the things she has learnt. She would share with me useful techniques or even something new she had read about. Ms Clarice really is not only a social worker to me, but my friend! :) ”

– S, Foster youth

FUTURE PLANS

We aim to continue supporting foster parents and children in their reintegration journey, ensuring they receive the care and guidance they need, as well as raise greater public awareness about fostering and encourage more individuals to step forward as foster parents. We are committed to strengthening our team's capabilities so we can provide even more effective and compassionate support to both foster families and children under our care.

Support from Fostering Agency:

Supporting our foster parents through home visits, phone calls and a 24/7 emergency hotline to ensure help is always available.

Specialised Training:

Tailored programmes to equip foster parents with necessary skills and knowledge to meet the unique needs of the children in their care.

Support Groups:

Foster parents benefit from our support groups, where they can share experiences, exchange insights and build a strong community that provides mutual support.

Financial Support:

Monthly fostering allowance are provided by MSF to cover the cost of care rendered to the foster child.

BEFRIENDERS FOR FAMILIES

Our Befrienders For Families (BFF) programme is a volunteer-led, community-based initiative which aims to support families where there are child protection risks or where children have recently reunited with their parents after being placed in foster care or residential care. The volunteers involved in the BFF programme are known as befrienders and they are involved in BFF Cares or BFF Gives. Started in 2023, the team has reached out and raised awareness of these needs to over 3,000 people and has helped over 32 cases with no recurrence in the past year.

HOW WE HELP

BFF Cares

Focused on reunifying parents and their children, Befrienders from BFF Cares empower parents and children to reunify well by building caring relationships, being positive role models and providing social and emotional support. They also support their parents in their mental well-being and improve their parental capacity and capability.

BFF Gives

BFF Gives is a community of befrienders who provide timely and flexible practical support to the vulnerable families and children by providing needful items such as home furniture and groceries. The befrienders, families and children involved are well-supported by BFF social workers throughout their stay in the programme, through monthly check-ins, trainings and family programmes. The BFF team also delivers training to the befrienders to ensure that they are well-equipped to provide support to the families and children.



IMPACT
NUMBERS
FY2025

58
new volunteers trained
and confirmed in the last FY

32
new children
helped from 9 families

146
instances of assistance
rendered to CYPs
in need of intervention

740
interactions with families

KEY HIGHLIGHTS

BFF Family & Volunteer Outing - Mandai Zoo

Over 70 Participants from our families and volunteers attended the event for a great time of bonding and enjoyment. Both the families and their volunteers shared they felt even more connected after the event.

BFF Volunteer Trainings

The BFF programme is committed towards training and bettering our volunteers, so that they can continue to help the community even after they have completed their time with BFF. We currently have 3 core training sessions for our volunteers and are in the process of collaborating with certified partners to better equip our volunteers.

Case Background

Single mother with 10 children, struggling with health and financial issues. To date, 5 have reintegrated home.



Stronger family bonds

*When I came back (home), my social worker helped me to be in this BFF programme, and I'm glad she did that because it actually helped me to mature and learn new stuff. **They (the befrienders) made me realise that this house is where my family is, because they're also like my family to me,** and I mean, I didn't really have much feelings last time (about my family), but now I just feel like much closer...*

Setting a role model

It's not really that they teach me, but like, mainly is because I sort of admire him (Andrew, Befriender) for it and like he don't really expect anything from me.. He shows (mirrors) my energy, but sometimes right, he's also mature. He (Andrew) knows when to do things and not, and he does the right thing at the right time lah... _ Youth D, 13

FUTURE PLANS

Over the past few years, the BFF Gives initiative has expanded its donor base and engaged a committed group of volunteers who support delivery, logistics, and sourcing — reducing the operational burden on staff.

The programme has also broadened its scope to support more families, particularly in the areas of prevention and reintegration. It has been well-received by sector partners, who have highlighted its potential to help families thrive.

Greater efforts are in plans to strengthen connections between volunteers and beneficiary families, resulting in higher satisfaction and retention rates by fostering a strong sense of community.

BFF is currently piloting BFF Cares with a small number of preventive cases to assess its effectiveness in early intervention. Its main goals are to help facilitate positive reunifying cases, making a difference to the lives of families and the future of these children.

ELDERLY CARE

At The Salvation Army Singapore, our mission in eldercare is centred on empowering the elderly with dignity and compassion as they navigate their golden years.

Through innovative programmes, educational outreach, and strong community partnerships, Peacehaven champions dementia awareness and prevention — empowering individuals and communities to care with knowledge, compassion, and purpose.

**IMPACT
NUMBERS
FY2025**



RESIDENTIAL CARE

- Peacehaven Nursing Home
- Peacehaven Jade Circle

COMMUNITY-BASED CARE

- Peacehaven Bedok Arena
- Peacehaven Day Centres
- Jade Circle Acaademy



ELDERLY CARE

PEACEHAVEN NURSING HOME

Peacehaven Nursing Home provides professional and holistic care for elderly individuals with physical or cognitive challenges who lack sufficient caregiver support. With personalised nursing care plans, therapy services (including physiotherapy, occupational therapy, speech therapy), and dietary consultations, we focus on enhancing the health and well-being of every resident in our care.

We are proud to be Singapore's first nursing home to achieve accreditation by ACHS International (ACHSI) under the Evaluation & Quality Improvement Programme (EQuIP), effective 5 August 2024 for a period of three years—a significant milestone in our continuous improvement journey.

This accreditation affirms our commitment to deliver high-quality, person-centred care. Peacehaven met key EQuIP standards in continuous improvement, consumer focus, best practice, measurable outcomes, and effective leadership—demonstrating our dedication to upholding rigorous standards and enhancing the quality of care we provide.



NURSING CARE

Our experienced team develops individualised care plans, providing quality nursing care tailored to meet the needs of each resident.



THERAPY & DIETETIC CARE

Physiotherapy, occupational therapy and dietetic services dedicated to enhance residents' health and wellbeing



MEDICAL SERVICES

24/7 on-site access to professional medical services guarantees timely and effective healthcare support



SOCIAL WORK & CASE MANAGEMENT

Our compassionate team provides case management, counselling and psychosocial support - addressing the emotional and mental needs of residents.



SPIRITUAL CARE

Pastoral support and end-of-life care to provide comfort and compassion during challenging times.



ACTIVITIES OF DAILY LIVING

Our dedicated staff offers support for daily living, including showering, feeding, continence care, promoting independence of our seniors and preserving their dignity.

PEACEHAVEN DAY CENTRES

The Salvation Army Peacehaven Day Centres are dedicated to supporting seniors in staying active, engaged and independent for as long as they can. Through a blend of centre-based and home-care services, we offer early intervention and dementia support tailored to individual needs. We strive to provide our seniors with a safe and nurturing environment, empowering them to age with grace and dignity.



NURSING CARE

Our experienced team develops individual care plans, providing top-quality nursing care tailored to meet the unique needs of every resident.



THERAPY & DIETETIC CARE

Physiotherapy, occupational therapy, speech therapy and dietetic services dedicated to enhance residents' health and well-being.



SOCIAL WORK & CASE MANAGEMENT

Our compassionate team provides casework, counselling and psychosocial support for the emotional and mental needs of residents.



ACTIVITIES OF DAILY LIVING

Our dedicated staff offers support for daily activities, including showering, feeding and continence care, promoting independence and preserving dignity.



PEACEHAVEN BEDOK ARENA

An innovative active ageing hub, Peacehaven Bedok Arena promotes physical, emotional, and mental well-being for seniors in the community. With 24/7 emergency response capabilities and dementia day programmes, we provide specialised, holistic support while fostering social connection through our befriending and wellness initiatives.

Our eldercare centre aims to nurture and enhance the health of the elderly in the neighbourhood. Equipped with an advanced alarm alert system, we are vigilant in providing 24/7 immediate care to distressed seniors.

At Bedok Arena, our mission is to foster a heartfelt kampung spirit within our elderly active ageing centre. It fills our hearts with joy to witness the compassion of active seniors as they selflessly serve and support their less-abled peers, including those living with dementia.

An average of 110 seniors gather to share fellowship, bond and engage in enriching activities that keep them active. This heartwarming sense of community has encouraged spontaneous acts of kindness, nurturing strong bonds in their golden years. We are dedicated to reaching more seniors to reduce isolation and loneliness at home. Together, we hope to build an inclusive and caring kampung spirit that makes Bedok Arena a cherished second home.



ACTIVE AGEING

Engaging activities and befriending initiatives aimed at promoting the overall health and vitality of the elderly.



DEMENTIA CARE

Specialised day programmes and interventions designed to provide comprehensive assistance for seniors with dementia and their families.



HEALTHY LIVING

Interactive workshops and events focused on encouraging seniors to adopt and maintain physical, mental and emotional well-being.



CREST & CBP

Dedicated support teams that provide valuable resources and engage with seniors through our Community Resources and Engagement Support Teams (CREST) and the Community Befriending Programme (CBP).



PEACEHAVEN JADE CIRCLE

The Salvation Army Peacehaven Jade Circle redefines dementia care by embracing a restraint-free, anti-diaper philosophy; prioritising autonomy and quality of life. Our residents are encouraged to stay active and engaged through various holistic activities, supported by caregivers trained at our in-house facility, Acaresdem. Jade Circle also champions the use of technology to deliver innovative, personalised care.

Across all our services, Peacehaven remains steadfast in our commitment to honouring the lives and stories of every senior we serve. With your support, we can continue to provide compassionate, forward-thinking care that uplifts and empowers the elderly in our community.

Jade Circle is dedicated to elevating dementia care standards, boasting an on-site training centre, called Acaresdem, to enhance caregiver capabilities in supporting individuals with memory challenges. Embracing technology, the nursing home encourages innovations in eldercare — employing cutting-edge IT solutions to enhance the care experience.

We cherish and honour the journey of every resident and hope to foster a warm and compassionate environment that promotes dignity, independence and fulfilment in our elderly's golden years.



Intergenerational Play Activities

Intergenerational play where seniors and children interact, promoting physical, mental and psychosocial wellbeing. Jade Circle also offers maintenance and dementia day care services.



Jade Circle Acaresdem

Empowering learners with knowledge, our training arm offers comprehensive programmes on dementia, nursing care and eldercare.



Jade Circle Apartments

Single or Twin rooms in a nurturing environment prioritising comfort and well-being.



AWARDS & ACHIEVEMENTS

Peacehaven has received 15 Gold and 33 Silver awardees at the Singapore Health Quality Service Awards 2025. This achievement reflects the dedication of our healthcare team and their daily efforts to provide the best care to our residents. It was a great honour to receive the awards from President Tharman Shanmugaratnam. Our team was happy to be recognised and deeply encouraged by the kind words and positive feedback from those we care for.

Through music, intergenerational visits, dog therapy, and community events, Peacehaven creates moments of joy, connection, and purpose. These meaningful engagements highlight the vital role of relationships in enriching the lives of our residents.

Peacehaven Bedok Arena

Through Drum Fit, Qi Gong and community walks, our seniors stay physically active, mentally engaged and socially connected - embracing ageing with energy, purpose and joy.

It Takes a Village: Where Everyone Has a Role in Providing Care in the Community

Rooted in the belief that everyone can play a role in caregiving, our “it takes a village” initiative equips informal caregivers and members of the community with the functional skills, resources, and ground-up social support infrastructure to provide sustainable caregiving. We encourage people of all ages and backgrounds to step up and support caregivers in the community, with the aim of creating a society which supports healthy ageing, is dementia-friendly, and is committed to reducing the stigma surrounding caregiving and cognitive decline.

During our pilot in 2024, we have engaged more the 9,580 past, present and future caregivers across 61 outreach experiences.

Peacehaven was honoured as a Finalist at the 13th Asia Pacific Eldercare Innovation Awards 2025, for our “it takes a village initiative” under the category Innovation of the Year – Caregiver Model.



FUTURE PLANS

Peacehaven continues to strengthen our care models in alignment with Healthier SG and service innovations from the Ministry of Health (MOH) and the Agency for Integrated Care (AIC). We are adopting new assessment tools to better understand our residents’ and clients’ needs, and to monitor their progress with greater precision and care.

Expanding Services, Deepening Impact

On 16 April 2025, MOH approved the expansion of our span of services to include Active Rehabilitation, Community Rehabilitation, Centre-Based Nursing, Dementia Day Care (DDC), Maintenance Day Care, and Maintenance Exercise— to be launched at Jade Circle Arena from 18 April and Bedok Day Centre from 1 May. This marks a new chapter in our delivery of restorative, community-based care that promotes recovery, independence, and well-being.

A Renewed Environment For Healing and Hope

In tandem, Peacehaven has launched a ward renovation programme to create a safer, more dignified environment for our residents — many of whom come from low-income backgrounds and lack family support. For them, Peacehaven is more than a care facility; it is home.

Renovation of Sparrow Ward is underway and set for completion by June 2025. Designed with safety, dignity, and person-centred care in mind, upgrades include anti-slip flooring, grab bars, emergency systems, and improved electricals. Communal spaces are being reimaged to enable connection and independence, with open kitchens, better airflow, privacy features, and smart care technology — all reflecting our mission to enhance quality of life with purpose and compassion.

KEY HIGHLIGHTS

The MasterChef Experience

Organised by The Salvation Army Peacehaven Group and supported by the Agency for Integrated Care (AIC) and City of Glasgow College, The MasterChef Experience was a unique event aimed at raising awareness about dementia prevention and care through nutrition and active living. The event highlighted the crucial role of healthy eating and regular physical activity in supporting brain health and reducing dementia risk. A key highlight was the appearance of special guest Chef Gary Maclean — winner of MasterChef: The Professionals 2016 and Scotland's first National Chef — alongside Guest-of-Honour Dr Janil Puthucheary.



The event was a resounding success, drawing over 5,000 participants who left better informed and more engaged in dementia-friendly practices.

Educational Partnerships

Peacehaven partners with schools and institutions to raise awareness about dementia and promote intergenerational volunteerism. These sessions introduce students to the impact of dementia and equip them with practical tools — including memory games, arts and crafts, and light exercises — to engage meaningfully with residents during their time at the nursing home. By fostering empathy and understanding, these programmes help build the next generation of dementia-aware caregivers and advocates.



Partnership with Government Agencies

Peacehaven actively collaborates with government agencies such as the Agency for Integrated Care (AIC) and the Silver Generation Office (SGO) to co-host community outreach events. Recent initiatives include Caregiving Kampong @ East Coast and A Day to Remember by SportCares — both designed to support caregivers, raise public awareness, and promote inclusive, dementia-friendly communities.

Community Interest Group Partnerships

At Peacehaven, we believe that meaningful change begins with community. We're thankful for the growing number of interest groups who have stepped forward to support seniors through friendship, awareness, and shared purpose. From the dedicated senior volunteers of South East Community Development Council (CDC) to caring members from Woodlands Evangelical Free Church and Fisherman of Christ, each group brings heart and energy to our collective mission — showing that age is no barrier to giving back.



“ How Bedok Arena Brought Meaning Back Into My Life

In 2008, when the company I worked for relocated its operations overseas, I left Singapore to continue my employment. But being away from my family made me realise just how much I missed home — and I eventually decided to return.

Back in Singapore, I searched for ways to stay active and connected. I found new kakis and took part in different activities. Then came COVID-19 — and like many others, I had to put those activities on hold. Though I found a new job, it lacked excitement and purpose. Something still felt missing.

One day in 2024, while looking for meaningful ways to stay engaged, I stumbled upon The Salvation Army Peacehaven at Bedok Arena — and it changed everything.

I started volunteering by making phone calls to seniors, inviting them to join our programmes. When I heard that karaoke sessions had stopped due to a lack of an operator, I stepped in to help. It turned out to be one of the most fulfilling roles I've ever taken on.

From there, my involvement grew. I began supporting admin tasks, helping to plan and carry out events. Each new responsibility gave me something to look forward to — and more importantly, a sense of belonging. Bedok Arena has truly brought my life back to “Yesterday Once More.” It's not just a place to volunteer — it's a community that uplifts, supports, and inspires. The wide range of activities has helped me learn new skills, build friendships, and discover what active ageing really means. Through my time at the Centre, I've seen firsthand how staying socially connected, mentally active, and physically engaged can transform lives — including my own. At Peacehaven Bedok Arena, I've not only found purpose — I've discovered how to age gracefully, live... ”



– Helen Foong, 73 years old



FAMILY SUPPORT SERVICES

The Salvation Army's Family Support Services (FSS) has been a beacon of hope in the Tiong Bahru and Jalan Bukit Ho Swee neighbourhoods since the 1990s dedicated to uplifting underprivileged seniors and families through practical assistance and emotional support. From elderly individuals living alone in rental flats to persons with disabilities to financial difficulties at home, our team is committed to walking alongside those in need with compassion and care. Serving as a one-stop, community-based centre, FSS provides essential referrals, access to support networks, and a listening ear for those who may feel overlooked or isolated.

HOW WE HELP



Distributing food vouchers and food parcels



Providing furniture and household items through partnerships with Re:Nue and Food Bank



Supporting other Family Service Centres (FSCs) that may lack the resources to offer practical aid.

Through these efforts, FSS continues to serve as a reliable first point of contact for individuals and families in need, ensuring they receive timely and appropriate support.



236 cases successfully closed in the previous FY

124 active cases in FY2025.

In FY2025, FSS handled approximately **1400** referrals through various channels (TSA Corps, and business centres, hospitals, phone calls and walk-ins).

Our Social Workers play a pivotal role in supporting clients through complex life situations and conduct regular home visits to assess evolving needs and provide timely interventions.

**IMPACT
NUMBERS
FY2025**



FUTURE PLANS

FSS is currently in plans with Peacehaven Jade Circle Arena to pilot a Self-Care Programme for low-income elderly who cannot afford domestic helpers. This programme aims to promote independence and dignity among elderly clients by equipping them with knowledge and skills covering personal hygiene and safety practices, nutritious meal planning, how to access help and referrals and creating a safe, healthy home environment.

FSS is also exploring ways to expand beyond our reach in Beo Crescent to serve more low-income families and extend service hours to better accommodate working individuals and families. We are also exploring job matching opportunities and employment support as part of a broader empowerment strategy. By the end of 2025, FSS plans to implement a transformative strategy to guide this new direction.



Mdm Ong, 78, has been a regular Elderly Drop in Member with FSS for the past 10 years. She was recently diagnosed to be in the early stages of dementia. The weekly EDIP sessions were something she continues to look forward to. She spends her time singing Karaoke, playing Ramy-O and Mahjong at the center. The interactions help her keep her mind active. She treasures the time spent with the other seniors at FSS and looks forward to coming every Thursday.

PRISON SUPPORT SERVICES

Our Prison Support Services (PSS) programme is dedicated to walking alongside former inmates on their journey towards a brighter future. Through the development of prosocial life values and choices, we aim to enhance their resilience and reduce the likelihood of re-offending. Our programme empowers them to tap into available community resources, providing the necessary support for a successful reintegration journey. Together, we build a future filled with stability and second chances.

IMPACT NUMBERS FY2025

Our commitment to supporting ex-offenders and their families continues to yield significant results. We are proud to report the following impact numbers for the past year:

Approximately

SGD\$20,000
disbursed in Vouchers & Cash Support for daily expenses, providing crucial financial relief and support for immediate needs.

Reunited **450** Family Members of incarcerated individuals, offering emotional support, guidance, and a vital link to their loved ones.

Enhanced re-integration of more than **300** released inmates; offering aftercare support, guidance and connection to community resources.

HOW WE HELP



SUPPORT GROUP TO REDUCE RECIDIVISM

Providing access to stable and secure housing in shelters or temporary residences.



PRACTICAL NEEDS

Meeting essential requirements like clothing, toiletries, phone and EZ-Link cards



EMPLOYMENT SUPPORT

Guiding and assisting clients in securing and maintaining stable employment



RELATIONSHIP BUILDING

Creating opportunities to enhance familial and significant relationships



KEY HIGHLIGHTS

AfterCare Support Programme (ASP)

LONG-TERM FOLLOW-UPS

Regular check-ins and guidance are provided over the 12-month period to monitor progress, address emerging issues, and provide ongoing encouragement.

EMPLOYMENT REFERRALS

We connect beneficiaries with potential employers and provide guidance on resume building, interview skills, and job search strategies to facilitate sustainable employment.

ACCOMMODATION REFERRALS

Assistance is offered in identifying and securing suitable housing options, which is a fundamental step towards stable reintegration.

OTHER NEEDS REQUIRED BY THE BENEFICIARY (CASE-BY-CASE BASIS)

Recognizing the unique circumstances of each individual, PSS provides flexible support to address specific, emergent needs that are vital for the beneficiary's well-being and successful reintegration. This can include, but is not limited to, referrals to healthcare services, counseling, or educational opportunities.

Community Re-Entry Support for Transition (CREST)

The CREST programme offers critical, short-term support for individuals immediately following their release. This programme focuses on providing swift assistance to address immediate post-release needs, facilitating a smoother initial transition back into the community.

2 WEEKS TO 1 MONTH FOLLOW-UP

This focused period of support ensures that beneficiaries receive immediate attention to their most pressing needs upon release.

NTUC VOUCHERS & EZ-LINK CARDS

These practical provisions help beneficiaries manage daily expenses and public transport needs, reducing financial stress during their re-establishment.

FUTURE PLANS

We aim to expand our support for our vulnerable individuals by enhancing access to safe housing, providing access to meaningful employment, and addressing practical needs that pave the way for stability. Recognising that addiction affects around 80% of the prison population, we are committed to developing robust and evidence-based recovery programmes tailored to their unique challenges. Our goal is to build a sustainable rehabilitation journey—one that empowers individuals to move beyond survival, towards lasting recovery and reintegration into society with dignity.

CAREHAVEN

Our centre offers a residential care programme, providing shelter and support for foreign domestic workers facing challenging circumstances. Serving as advocates for safe migration practices, we aid workers in returning safely to their home country, fostering empowerment and protection for vulnerable individuals. We provide shelter to an average of 80 women every day, with over 650 migrant domestic workers in FY 2025.

Beyond the provision of food and shelter, the Carehaven team curates programmes that improves the well-being of these women, providing a safe place in times of trouble.

**IMPACT
NUMBERS
FY2025**

Carehaven helps
650
migrant domestic workers
per calendar year
on average.

*I felt so happy because I could see now that indeed **there is light at the end of the tunnel.** I met new friends and shared in the goodness of God.*

– Rowela [name changed], 45 years old

HOW WE HELP



COUNSELLING
Guidance and counselling help foreign domestic workers cope with challenging circumstances



ENRICHMENT PROGRAMMES
Engaging them with meaningful activities such as craft-based activities



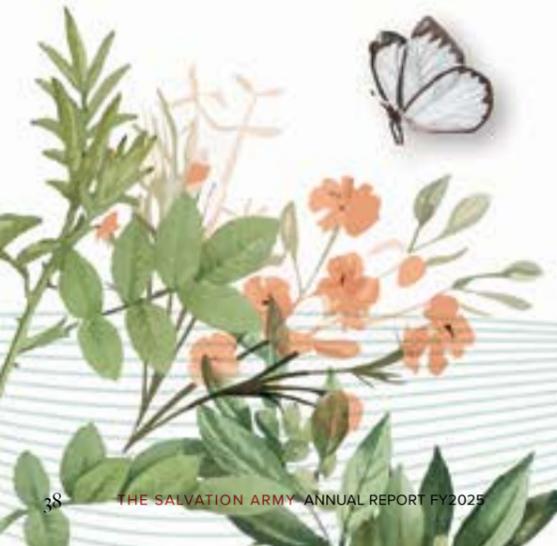
UPSKILLING WORKSHOPS
Equipping our migrant sisters with digital literacy skills, English language skills and financial education



SPIRITUAL CARE
Pastoral support that connect our migrant sisters as a community and uplifts their spirits and lives



MENTAL WELLNESS
Organising outings for betterment of mental health and art therapy programmes



SOJOURN

The Salvation Army Sojourn seeks to improve the overall well-being of migrant workers in Singapore and to facilitate their integration with our local communities.



**IMPACT
NUMBERS
FY2025**

2,000 migrant workers benefitted each month from various outreach and educational programmes

23,000 meals served to dormitory-based migrant workers in FY2025

5,000 food-coupons distributed each year to injured and displaced migrant workers at Sojourn Care Centre

480 migrant workers upskilled through language, IT and other development courses

We befriend and assist injured and displaced migrant workers by bringing practical help, giving them access to physiotherapy and TCM, improving their mental wellbeing, and increasing positive interactions between migrants and locals. We also conduct courses and operate our rehabilitative services at Sojourn Care Centre, located near Little India. We serve the migrant workers at their dormitories, bringing help to them at their doorsteps.

200
events and activities
organized for the
migrant workers
each year

HOW WE HELP



COUNSELLING
Emotional support and counselling help migrant workers overcome isolation and depression



SKILLS DEVELOPMENT
Basic English and computer skills are taught to boost their future employability



FOOD DISTRIBUTION
Meals are provided to migrant workers who are in need



RECREATIONAL ACTIVITIES
Various events and activities are organised to bring the migrant and local communities closer together



ACCESS TO SUPPORT
Together with our partners, we provide access to support in areas such as provision of food, accommodation, medical, physiotherapy and advocacy services



SPIRITUAL CARE
Pastoral support and activities help uplift the lives of the migrant workers



CORPS & COMMUNITY SERVICES

Serving the community is a vital component of The Salvation Army's faith in action. We are called to meet needs without discrimination and are poised to extend a helping hand to those requiring aid.

As an extension of faith, TSA's corps reached out in love to the community with expressions of kindness and practical care in the local community. Serving the community is a vital component of The Salvation Army's faith in action. We express our Christian love through our spiritual ministry and our love for people who need practical help or might be struggling through personal crises. This includes our migrant workers ministries, women's ministries, foreign nurses, foreign domestic workers ministries as well as children ministries. Our six corps are Balestier Corps, Bishan Chinese Corps, Changi Corps, Eratchippu Corps, Singapore Central Corps, William Booth Corps. There is also a Kallang Bahru Outpost (Fellowship group).



VOLUNTEERING at the SALVATION ARMY



Volunteers play an active role in The Salvation Army's work, caring and enriching the lives of the children, youth, elderly, migrant workers, ex-offenders and families we serve. Currently there are more than 1500 volunteers. From all walks of life, these volunteers - both individuals and corporates such as Microsoft, UBS, ING Bank, Ministry of Defence, contribute their skills, time and resources, lend support for outings and fund raising events, and befriend our beneficiaries, bringing hope and happiness to these beneficiaries.

In addition to individuals and corporates, schools such as National University of Singapore (NUS), Singapore University of Social Sciences (SUSS), have also stepped up to volunteer with The Salvation Army, beyond their curriculum during the school holidays.

The volunteers not only transform the lives of others but also experienced personal growth and fulfilment by discovering a sense of purpose within the community.

For more information about volunteering with us, please email volunteer@smm.salvationarmy.org, call **6555 0237** or go online to www.givlly.com/tsa/volunteer_register

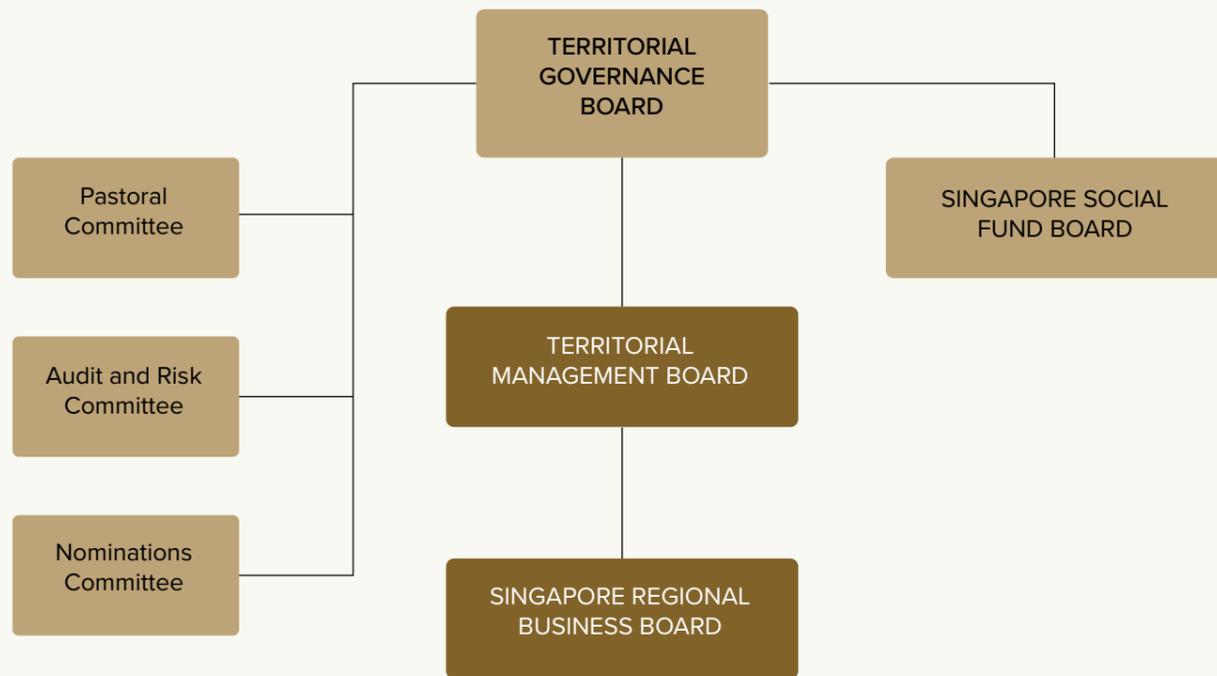


The Salvation Army was established under the Statutes of Singapore, Ordinance 23 of 1939 as Salvation Army Ordinance (Chapter 377).

IPC REGISTRATION NUMBER	IPC000549
UNIQUE ENTITY NUMBER	T07CC3012G
REGISTERED ADDRESS	20 Bishan Street 22, Singapore 579768
LAWYERS	Donaldson & Burkinshaw
BANKERS	DBS Bank Ltd
AUDITORS	Foo Kon Tan LLP

CORPORATE GOVERNANCE

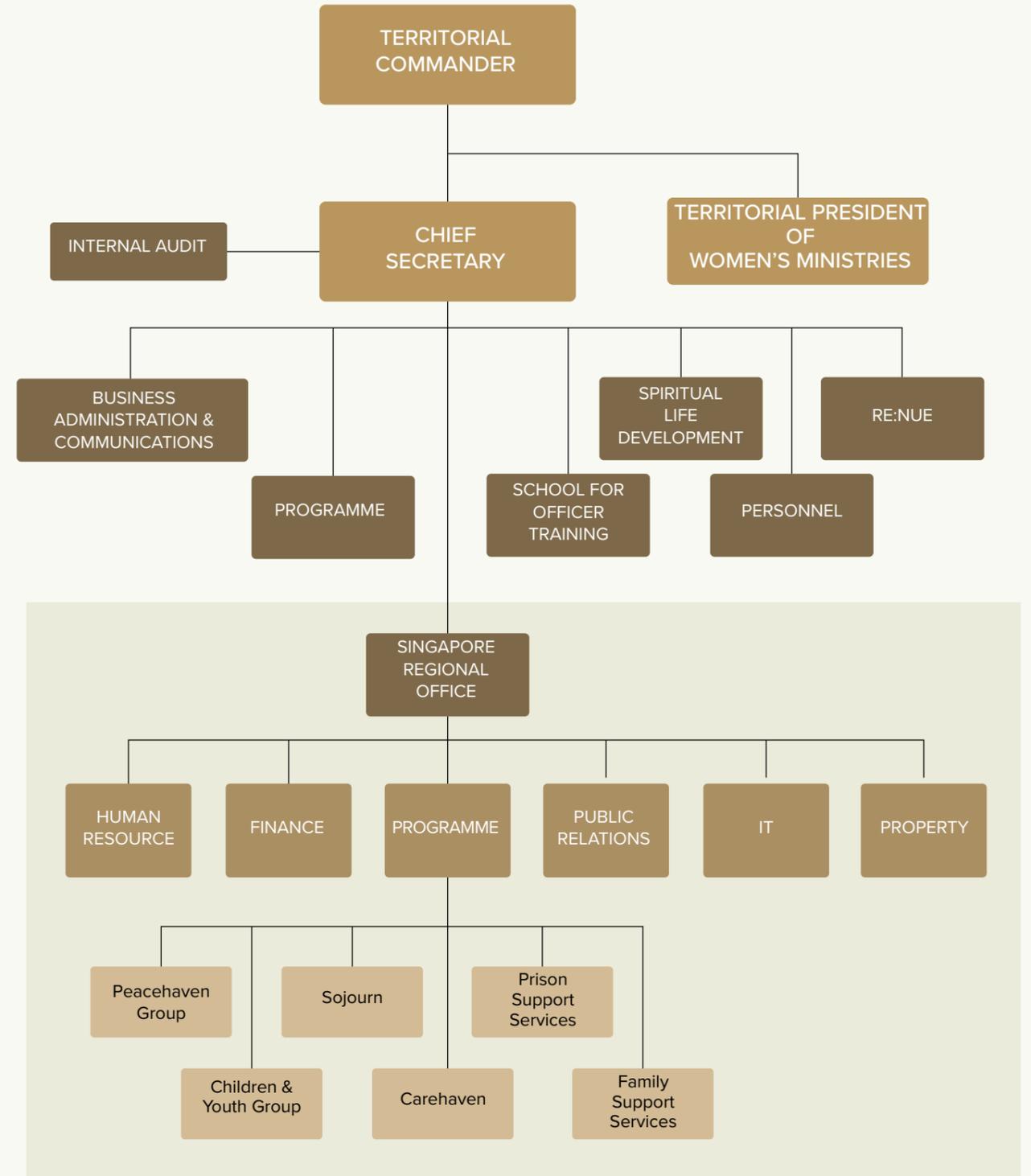
TERRITORIAL GOVERNANCE ORGANISATION STRUCTURE



*The Salvation Army International Headquarters has officially approved the renaming of the Singapore District Business Board to the Singapore Regional Business Board, effective 1 October 2024.

CORPORATE GOVERNANCE

MANAGEMENT STRUCTURE



TERRITORIAL GOVERNANCE BOARD

The role of the Territorial Governance Board (TGB) is to effectively and efficiently advance The Salvation Army in our Territory. The TGB directs and supervises Territorial Management Board through execution of the following functions of governance:

- Mission, purpose and strategy
- Policy approval and compliance
- Accountability
- Performance measurement
- Risk management

TERRITORIAL GOVERNANCE BOARD MEMBERS:

NAME	APPOINTMENT ON TGB	APPOINTMENT DATE	MEETINGS ATTENDED IN FY 2025	DESIGNATION
Colonel Hary Haran	Chairman	1 Nov 2022	6/6	Territorial Commander, The Salvation Army
Lieut-Colonel Nigel Cross	Member	1 Jan 2024	5/6	Chief Secretary, The Salvation Army
Lieut-Colonel Stacy Cross	Member	1 Jan 2024	5/6	Territorial Secretary for Women's Ministries, The Salvation Army
Major David Erickson	Member	19 Jul 2023	5/6	Secretary for Business Administration, The Salvation Army
Major Susie Erickson	Member	19 Jul 2023	5/6	Secretary for Programme & Territorial War Cry Editor, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	4/6	Secretary for Personnel, The Salvation Army
Ms Koh Guek Eng*	Member	3 Jan 2022	5/6	Territorial Director of Business Operations, The Salvation Army
Mr Lui Lee Leng	Member	1 Aug 2024	3/6	Associate Director, Quality Eagle Services Asia
Ms Jasinta Lim	Member	3 Jan 2022	4/6	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)
Mr Terence Tan	Member	3 Jan 2022	6/6	Research Management, National University of Singapore
Mr Johnson Wong	Member	25 Jan 2023	3/6	Chartered Accountant (Singapore), FCCA
Ms Sim Hwee Hoon*	Member	3 Jan 2022	1/6	Director, INCOME and Independent Non-Executive Director, StashAway
Mr William Phua	Member	3 Jan 2022	6/6	Territorial Director of Audit and Risk Management, The Salvation Army

Ms Sim Hwee Hoon concluded her tenure as Member of the Board on 31 July 2024.
Ms Koh Guek Eng concluded her tenure as Member of the Board on 16 January 2025.

SINGAPORE SOCIAL FUND BOARD

- The Salvation Army is registered as an Institution of Public Character (IPC) for tax exemption purposes and is governed by our Singapore Social Fund Board.
- The Salvation Army Singapore Social Fund Constitution provides the terms of reference for the board.
- Consistent with the faith and social intents of The Salvation Army, the Singapore Social Fund seeks to provide services to the underprivileged in our society without discrimination which include: assisting the rehabilitation of individuals; establishing and sustaining social programmes that are charitable and reformatory in nature; providing shelter, caring and nursing the well-being of people in need; and providing guidance and education of moral, cultural and religious nature for any person received into the care of our social services.
- The board shall comprise of a minimum of 10 members, and no more than one third of the board should comprise of officers and employees of The Salvation Army. The Chairperson of the board is neither an Officer nor employee of The Salvation Army.
- The term of each board member shall be 1 year with an annual re-appointment up to 4 years, unless the member is an active officer or employee of the Salvation Army. However, the role of treasurer is subject to a term limit of 4 years regardless if the board member is an active officer or employee of The Salvation Army.
- The board, through the Nomination Committee, conducts self-evaluation to assess its performance and effectiveness before the re-appointment.
- None of the board members have served for more than 10 consecutive years.
- None of the board members are related to one another.
- None of the board members are remunerated for their board services in the financial year.

SINGAPORE SOCIAL FUND BOARD

SINGAPORE SOCIAL FUND BOARD MEMBERS:

NAME	APPOINTMENT ON SSFB	APPOINTMENT DATE	MEETINGS ATTENDED IN FY 2025	DESIGNATION
Mr Lee Chee Yong	Chairman	30 May 2019	4/4	Managing Director, Film Screen Pte Ltd
Ms Pearly Kwok Kwai Choo	Treasurer	29 Mar 2023	4/4	Territorial Director of Finance, The Salvation Army
Colonel Hary Haran	Member	1 May 2020	4/4	Territorial Commander, The Salvation Army
Lieut-Colonel Nigel Cross	Member	1 Jan 2024	1/4	Chief Secretary, The Salvation Army
Mr Geh Si Yuan	Member	30 May 2019	4/4	Operation Manager, Eatons Interiors Pte Ltd
Mr Stephen Lim	Member	1 Sep 2024	1/4	Principle Service Delivery Director, NCS
Dr Kelvin Koh	Member	1 Sep 2024	2/4	Medical Director, Jurong Community Hospital
Mr Yeo Jih Shian	Member	6 Jun 2022	2/4	Lawyer
Mr Peter Tan*	Member	30 May 2019	1/4	Director, CAN Engineering Services Pte Ltd
Mr Zheng Haoran*	Member	30 May 2019	3/4	IT Analyst, Integrated Health Information Systems
Dr Ho Yin Fong*	Member	30 May 2019	3/4	Campus Director, National Institute of Early Childhood Development
Ms Ang Sok Leng	Member	27 Sep 2023	4/4	Business Transformation Director, Barclays Private Bank

Mr Peter Tan concluded his tenure as Member of the Board on 11 September 2024.
Mr Zheng Haoran concluded his tenure as Member of the Board on 31 December 2024.
Dr Ho Yin Fong concluded her tenure as Member of the Board on 14 March 2025.

DISCLOSURE OF REMUNERATION

The Salvation Army has a documented set of Human Resource Policies in place. No paid staff is allowed to set his or her own remuneration.

During the financial year, The Salvation Army, under our Singapore Social Fund, employed 385 staff.

None of the paid staff is a close member of the family of the Executive Head or a member of our governance board, who received annual remuneration exceeding \$50,000 in FY2025.

Disclosure of annual remuneration of the 3 highest paid staff, who each receives remuneration exceeding \$100,000 during the financial year:

REMUNERATION BAND	NUMBER OF STAFF
Between \$100,000 to \$199,999	3
Between \$200,000 to \$299,000	0

None of the 3 highest paid staff serve on The Salvation Army Singapore Social Fund Board.

TERRITORIAL MANAGEMENT BOARD

The Territorial Management Board (TMB) is the Board that implements all management decisions, which include the planning, organising and achieving of strategies, on behalf of the Territorial Governance Board.

NAME	APPOINTMENT ON TMB	APPOINTMENT DATE	DESIGNATION
Lieut-Colonel Nigel Cross	Chairman	1 Jan 2024	Chief Secretary, The Salvation Army
Major David Erickson	Alt. Chairperson	12 Jul 2023	Secretary for Business Administration, The Salvation Army
Major Susie Erickson	Member	12 Jul 2023	Secretary for Programme & Territorial War Cry Editor, The Salvation Army
Major Brenda Tan	Member	8 Jul 2020	Secretary for Personnel, The Salvation Army
Major Francis Ng	Member	8 Aug 2023	Secretary for Spiritual Life Development, The Salvation Army
Captain Matthew Shein*	Member	26 Jul 2023	Youth and Children Secretary, The Salvation Army
Major Lalroengi*	Member	9 Mar 2022	Assistant Secretary for Programme, The Salvation Army
Koh Guek Eng	Member	11 Sep 2019	Territorial Director of Business Operations, The Salvation Army
Pearly Kwok Kwai Choo	Member	12 Jan 2022	Territorial Director of Finance, The Salvation Army
Peter Leow	Member	11 Sep 2019	Territorial Director of Human Resources, The Salvation Army
Low Kar Leong*	Member	25 Jan 2023	Territorial Programme Manager, The Salvation Army
Marcus Moo	Member	9 Sep 2020	Territorial Director of Social and Community Services, The Salvation Army
Thomas So	Member	11 Jan 2023	Territorial Director of Information Technology, The Salvation Army
Fiona Soh	Member	8 Aug 2023	Territorial Director of Public Relations, The Salvation Army
Tang Khee Chim	Member	13 Oct 2021	Territorial Director of Property, The Salvation Army

Mr. Low Kar Leong concluded his tenure as Member of the Board on 12 June 2024.
Captain Matthew Shein concluded his tenure as Member of the Board on 27 February 2025.
Major Lalroengi concluded her tenure as Member of the Board on 12 June 2024.



AUDIT & RISK COMMITTEE

The Audit and Risk Committee's roles include reviewing the reports and findings of both the external and internal auditors, which include areas on compliance, performance improvement, risk management, fraud control, and audit support services.

AUDIT & RISK COMMITTEE MEMBERS:

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Mr Johnson Wong	Non-Executive Chairman	3 Jan 2022	Chartered Account (Singapore), FCCA
Lieut-Colonel Nigel Cross	Executive Member	1 Jan 2024	Chief Secretary, The Salvation Army
Mr Chan Wah Tiong	Non-Executive Member	3 Jan 2022	Chief Executive Officer, St. Andrew's Nursing Home Cluster and Executive Director, St. Andrew's Nursing Home
Mr Philip Ting	Non-Executive Member	15 Feb 2022	Former Executive Director and CEO, Hong Leong Asia Ltd.
Mr Roger Loo	Non-Executive Member	3 Jan 2022	Partner, BDO LLP Singapore
Mr William Phua	Minute Secretary	3 Jan 2022	Territorial Director of Audit & Risk Management, The Salvation Army

NOMINATIONS COMMITTEE

The Nominations Committee is a committee of the board whose principal functions are to evaluate the skills and characteristics that are needed in board candidates and to recommend prospective candidate(s) to the board.

NOMINATIONS COMMITTEE MEMBERS:

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Colonel Hary Haran	Chairman	3 Jan 2022	Territorial Commander, The Salvation Army
Lieut-Colonel Nigel Cross	Member	1 Jan 2024	Chief Secretary, The Salvation Army
Major David Erickson	Member	1 Aug 2023	Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	2 Jan 2023	Secretary for Personnel, The Salvation Army
Mr Terence Tan	Non-Executive Member	3 Jan 2022	Research Management, National University of Singapore
Ms Sim Hwee Hoon*	Non-Executive Member	3 Jan 2022	Director, INCOME and Independent Non-Executive Director, StashAway
Ms Jasinta Lim	Non-Executive Member	2 Jan 2023	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)
Mr Lui Lee Leng	Non-Executive Member	1 Aug 2024	Associate Director, Quality Eagle Services Asia

Ms Sim Hwee Hoon concluded her tenure as Member of the Board on 31 July 2024.

PASTORAL COMMITTEE

The role of the pastoral committee is for succession planning to sustain the foundations of our faith and work.

PASTORAL COMMITTEE MEMBERS:

NAME	APPOINTMENT DATE	DESIGNATION
Colonel Hary Haran	1 May 2022	Territorial Commander
Lieut-Colonel Nigel Cross	1 Jan 2024	Chief Secretary
Lieut-Colonel Stacy Cross	1 Jan 2024	Territorial Secretary for Women's Ministries
Major Brenda Tan	1 Jul 2020	Secretary for Personnel
Major Susie Erickson	1 Jul 2023	Secretary for Programme
Major David Erickson	1 Jul 2023	Territorial Secretary for Business Administration
Major Tan Guat Hai	1 Jul 2020	Territorial Youth & Children Secretary
Captain Anthony Yong	1 Jun 2024	Secretary for Communication
Captain Fiona Loh	1 Aug 2024	Regional Director of Women's Ministries
Captain Lalrindiki	1 Mar 2025	Integrative Training Officer
Ms Rachel Lim	1 Aug 2024	Board/Committee Member
Mr Low Kar Leong	1 Aug 2024	Senior Manager, CYG, Youth Development Centre
Major Francis Ng*	1 Aug 2023	Secretary for Spiritual Life Development
Major Lalroengi*	1 Apr 2022	Assistant Secretary for Programme
Captain Matthew Shein*	1 Aug 2023	Youth and Children's Secretary

Major Francis Ng concluded his tenure as Member of the Board on 31 December 2024.

Major Lalroengi concluded her tenure as Member of the Board on 31 July 2024.

Captain Matthew Shein concluded his tenure as Member of the Board on 28 February 2025.

REGIONAL BUSINESS BOARD

The Regional Business Board (RBB) is the Board that considers Singapore programme proposals, budget and expenditures in accordance with operating processes and policies.

REGIONAL BUSINESS BOARD MEMBERS:

NAME	APPOINTMENT	DATE	DESIGNATION
Captain Anthony Yong	Chairman	31 Mar 2024	Regional Officer
Major Lee Wai Chun	Member	3 Aug 2022	District Director of Women's Ministries & Personnel Officer
Captain Tan Bee Yit	Member	7 May 2024	Programmes Officer
Dr Ho Yin Fong	Member	17 Mar 2025	Director, Social and Community Services
Ms Veronica Njo	Member	1 Oct 2024	Head, Finance Department
Ms Lo Suan Jong	Member	5 Apr 2023	Head, Human Resource Department
Lieut. Sin Soon Ho	Member	3 Aug 2023	Regional Business Administration Officer
Ms Ang Su En	Member	26 Mar 2024	Property Manager
Lieut. Elizabeth Zachariah	Member	3 Aug 2023	Corps Officer
Mr Steven Tan	Member	3 Aug 2023	IT Manager
Ms Koh Guek Eng*	Member	19 Apr 2023	Territorial Director of Business Operations
Mr Marcus Moo*	Member	3 Aug 2022	Director of Social and Community Services
Ms Fiona Soh*	Member	3 Aug 2022	Director of Public Relations
Ms Teresa Ng*	Member	3 Aug 2023	Finance Manager

Ms Fiona Soh concluded her tenure as Member of the Board on 31 December 2024.

Mr Marcus Moo concluded his tenure as Member of the Board on 25 June 2024.

Ms Teresa Ng concluded her tenure as Member of the Board on 17 September 2024.

Ms Koh Guek Eng concluded her tenure as Member of the Board on 11 June 2024.

KEY POLICIES

At The Salvation Army, we believe in transparency and accountability to our valued stakeholders. This section outlines the fundamental policies that govern our operations and guide our commitment to making a positive impact on the communities we serve. Each policy is carefully crafted to uphold our principles of integrity, inclusivity, and compassion. By adhering to these policies, we aim to assure our stakeholders that their trust in us is well-placed, and we remain steadfast in our mission to bring hope, relief, and lasting change to those in need.

RESERVE POLICY

The policy defines reserves as the part of the income funds that is freely available for the operating purposes of The Salvation Army, not subject to commitments and spending limits. It does not include endowment funds and restricted funds.

Since the reserve provides financial stability and the means for the development of our principal activity, a separate reserve for the General Fund and Social Fund is kept. The reserve target in each Fund is set at 3 to 24 months of Fund's annual operating expenditure. The level of the reserve target is being reviewed annually.

THE SALVATION ARMY'S RESERVE POSITION:

	Current Year (as at 31 March 2025) \$'000	Previous Year (as at 31 March 2024) \$'000
Unrestricted and Designated Funds	11,742	12,038
Restricted Funds	4,644	4,097
Total Funds	16,386	16,135
Annual Operating Expenditure	32,485	30,009
No. of Years Reserves Coverage of Annual Operating Expenditure	0.4	0.4

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 Chief Secretary of any personal interest which he or she may have in any matter pending before the organisation. He/she shall inform and refrain from participation in any decision on such matters, 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 Chief Secretary in the event a conflict of interest situation may arise.

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 The 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.

HUMAN RESOURCES MANAGEMENT

Fair employment practices and non-discriminatory policies were enforced including the use of psychometric tool and tests for TSA to gain access to a wider talent pool and better evaluate and assess applicants whom are aligned to the vision and missions of TSA.

HR management and merit-based practices were reviewed and refined to improve attraction, retention and motivation of staff through innovative and inclusive collaborations and integration, enhancement of reward, performance, learning and development management practices. Policies on flexi work was enhanced in response to the pandemic were rolled out to balance individual needs and operational demands. Flexible work arrangements is also part of the business continuity plan that helped TSA to build resilience and adaptability in case of crisis events or emergencies.

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 recurrence.

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 The 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.

WHISTLEBLOWING POLICY

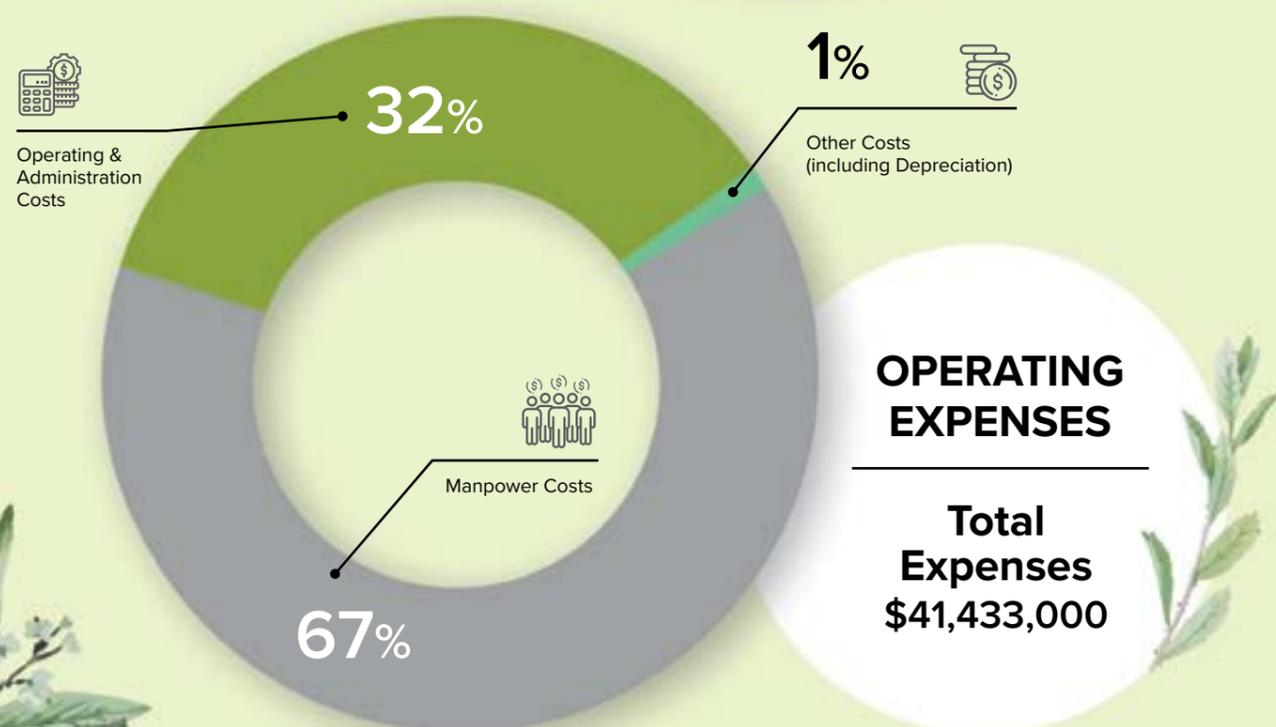
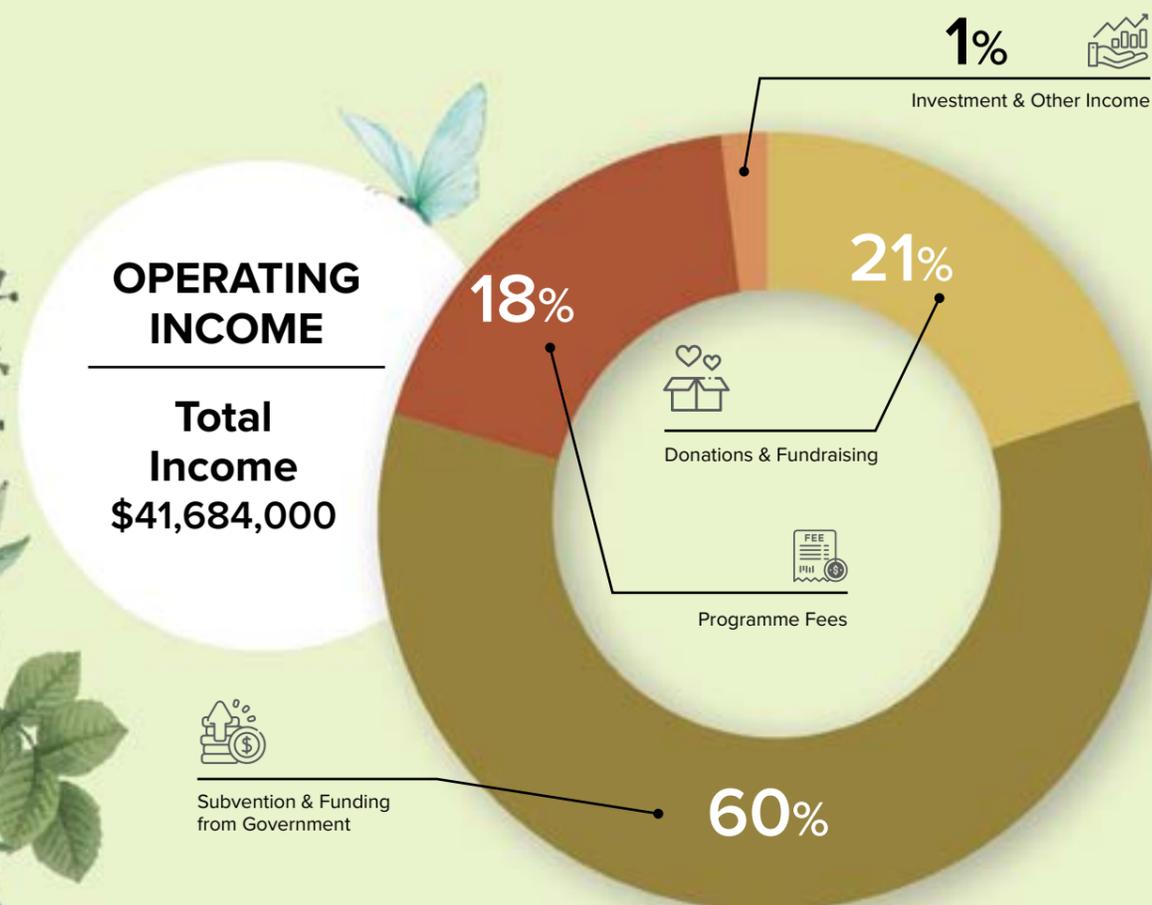
The Salvation Army is committed to maintaining a high standard of moral and ethical conduct; and complies with accounting, financial reporting, internal controls, corporate governance, auditing requirements and any relevant legislation. In line with this commitment and our belief in open communication and transparency, the Whistleblowing 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 whistleblowing in good faith.

VOLUNTEER MANAGEMENT POLICY

The Volunteer Management Policy aims to cover The Salvation Army's overall approach in the management of volunteers engaged in the Singapore. Volunteer roles should be aligned with the centre's objectives which form a part of The Salvation Army's mission. The Salvation Army strives to match volunteers to roles that meet our centres' and beneficiaries' needs, while taking into consideration the volunteer's skills, knowledge, experience, interests, motivations, and commitment level. Volunteer roles in general should be aligned with the centres/corps/departments' objectives which form a part of The Salvation Army's mission, i.e. address needs of the organization. The policy also covers guidelines about volunteer security screening, volunteers' code of conduct orientation, training, feedback and appreciation of volunteers. In addition, as part of child protection policies, individual volunteers working with children will also receive and sign the 'Code of Conduct for Working with Children'.

FINANCIAL STATEMENTS

INCOME AND EXPENSES FOR THE YEAR ENDED 31 MARCH 2025



FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

STATEMENT OF FINANCIAL POSITION	2025 (S\$'000)	2024 (S\$'000)
Non Current Assets	1,073	1,241
Current Assets	18,494	18,560
Total Assets	19,567	19,801
Current Liabilities	3,181	3,666
Total Liabilities	3,181	3,666
NET TOTAL ASSETS	16,386	16,135
ACCUMULATED FUNDS	16,386	16,135

STATEMENT OF FINANCIAL ACTIVITIES	2025 (S\$'000)	2024 (S\$'000)
Income		
Donations and Fund Raising	8,692	9,066
Subvention and Funding from Government	24,819	23,279
Programme Fees	7,723	7,286
Investment and other Income	450	487
	41,684	40,118
Expenses		
Manpower Costs	27,924	25,746
Operating and Administration Costs	13,044	14,314
Other Costs (including Depreciation)	465	487
	41,433	40,547
Grants from General Fund	-	160
Surplus / (Deficit)	251	(269)

STATEMENT OF CHANGES IN ACCUMULATED FUND	2025 (S\$'000)	2024 (S\$'000)
Balance as at 1 April	16,135	16,404
Surplus / (Deficit)	251	(269)
Balance as at 31 March	16,386	16,135

STATEMENT OF CASH FLOWS	2025 (S\$'000)	2024 (S\$'000)
Net cash effect of operating activities	(383)	1088
Net cash effect of investing activities	(83)	(371)
Net change in cash and cash equivalents	(466)	717
Cash and cash equivalents as at 1 April	14,931	14,214
Cash and cash equivalents as at 31 March	14,465	14,931

EVALUATION CHECKLIST

FOR THE PERIOD APRIL 2024 - MARCH 2025

SN	CALL FOR ACTION	CODE ID	RESPONSE
Principle 1: The charity serves its mission and achieves its objectives.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Complied
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Complied
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Complied
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.	1.4	Complied
	“Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.		
Principle 2: The charity has an effective Board and Management.			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Complied
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Partial Compliance
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Complied
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Complied
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Complied

SN	CALL FOR ACTION	CODE ID	RESPONSE
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Complied
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Complied
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Complied
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Complied

SN	CALL FOR ACTION	CODE ID	RESPONSE
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. e. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Complied
<div style="border: 1px solid black; padding: 5px;">Principle 3: The charity acts responsibly, fairly and with integrity.</div>			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Complied
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Complied
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Complied
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Complied
<div style="border: 1px solid black; padding: 5px;">Principle 4: The charity is well-managed and plans for the future.</div>			
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1	Complied

SN	CALL FOR ACTION	CODE ID	RESPONSE
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Complied
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Complied
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Complied
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Complied
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Complied
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Complied

SN	CALL FOR ACTION	CODE ID	RESPONSE
Principle 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Complied
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Complied
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Complied
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Complied
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Complied
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Complied
34	The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Complied
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Complied

SN	CALL FOR ACTION	CODE ID	RESPONSE
Principle 6: The charity communicates actively to instil public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Complied
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Complied
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Complied



LEAVING A LEGACY

FOR THE PERIOD APRIL 2025 - MARCH 2026

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 email us at legacies@smm.salvationarmy.org or WhatsApp **8823 0533**.



TRANSFORMING LIVES:

DIFFERENCE

YOU CAN MAKE A

WAYS TO DONATE:

DONATE VIA PAYNOW

1. Scan the QR code with your mobile banking app
2. Key in the donation amount
3. Enter your NRIC/FIN/UEN in the reference box for tax deductible benefits
For tax deductible receipts, kindly email donations@smm.salvationarmy.org



DONATE VIA CHEQUE OR CREDIT/DEBIT CARD

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

Yes, I would like to give a one-time contribution of: \$200 \$100 \$ _____

PERSONAL PARTICULARS

Dr / Mr / Ms / Mdm / Mrs _____

Address _____ Postal Code (_____)

Email _____ Tel/HP _____

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 (e.g. NRIC/FIN/UEN).

DONATION DETAILS

DONATE WITH CHEQUE

I enclose my cheque made payable to The Salvation Army

Cheque No. _____ Bank _____

OR DONATE WITH CREDIT/DEBIT CARD

Please charge my donation to: MasterCard VISA Amex Diners

Name as on card _____

Card No. - -

Card Expiry /

Signature _____

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

I would like to find out more about:

An SMS acknowledgement only

A tax deductible receipt for donations of \$50 and above

Monthly Donation

Volunteering

Wills & Legacies

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'.

