



OUR PURPOSE REMAINS

THE SALVATION ARMY

FY2026 ANNUAL REPORT
SINGAPORE SOCIAL FUND



CONTENTS

Message from our Chairman (SSFB)	4
Message from the Territorial Commander	6
Message from our Chairman (NAB)	8
National Advisory Board (NAB)	10
Singapore Social Fund Board (SSFB)	12
Key Highlights	14
Fundraising & Branding Initiatives	18
Building & Sustaining – Our Green Commitments	20
Our Work	21
At A Glance	22
Children & Youth	24
Gracehaven	26
Gracehaven Fostering	30
Youth Development Centre	34
Befrienders for Families	37
Kids In Play	40
Stories of Hope	44
The Elderly	46
Peacehaven Nursing Home	48
Peacehaven Day Centres	52
Peacehaven Bedok Arena	55
Peacehaven Jade Circle	58
Stories of Hope	62
Family Support Services	64
Stories of Hope	67
Desistors	68
Prison Support Services	70
Stories of Hope	73
Migrant Workers	74
Sojourn	76
Carehaven	80
Stories of Hope	83
Corps & Community Services	84
Volunteering at The Salvation Army	85
Corporate Governance	86
Key Policies	94
Summary Financial Statements	96
Governance Evaluation Checklist	98
Leaving a Legacy	104
Contribution Form	105

MESSAGE FROM OUR CHAIRMAN



Amid a year of change and growth, our theme “Our Purpose Remains” stands as both an anchor and a declaration. It is a reminder that regardless of the shifts in our social landscape, the needs of those we serve continue to call us forward, and our resolve to meet them does not waver.



This annual report for the financial year 2026 reflects The Salvation Army's enduring commitment to serving the vulnerable in our community with compassion, integrity, and purpose. Amid a year of change and growth, our theme “Our Purpose Remains” stands as both an anchor and a declaration. It is a reminder that regardless of the shifts in our social landscape, the needs of those we serve continue to call us forward, and our resolve to meet them does not waver.

We are heartened by Peacehaven's *It Takes A Village* initiative, which exemplifies this steadfast purpose in the context of caregiving. Recognising that the caregiving journey is rarely, if ever, a solitary one, this initiative brings together families, care professionals, and community networks to walk alongside those who give so much of themselves in service of their loved ones. As our population ages and the demands on caregivers grow ever more complex, programmes such as this remind us that a well-supported caregiver is one better equipped to provide the dignity and continuity of care that our seniors deserve. In this way, *It Takes A Village* is not merely a programme – it is a reflection of the kind of society we aspire to build together.

This year also marked a defining milestone with the official opening of CONNECT @ City Square Mall, the new home to Kids In Play (KIP), a specialised programme dedicated to supporting children and families impacted by

incarceration. By situating social services within an accessible, community-facing space, CONNECT embodies our purpose made visible; removing barriers and bringing care into the rhythm of everyday community life. The challenges borne by these families are often unseen, yet the consequences for the children involved are real and lasting. Through structured support, safe spaces, and pathways to healing, KIP affirms that our purpose extends to every child – regardless of the circumstances into which they were born.

Across all that we do – the vulnerable lives we serve in the community, such as children and youth, the elderly, ex-offenders and migrant workers, The Salvation Army continues to serve with quiet dedication and genuine care. Our purpose has not changed, it has only deepened.

We are grateful to every partner, donor, and volunteer who has stood with us this year. Together, through shared commitment and collective compassion, we press on to build a more resilient and caring society.

Mr Lee Chee Yong,
Chairman, The Salvation Army,
Singapore Social Fund Board

MESSAGE FROM THE TERRITORIAL COMMANDER



The needs evolve and the challenges of our age take new forms, and yet our purpose remains; To bring hope where there is despair, to stand beside the weary and to restore dignity where it has been eroded.



This year, The Salvation Army Singapore marks 90 years of unbroken service – 90 years of standing with the vulnerable, the forgotten and the marginalised, guided by the belief that every life is sacred and every person deserves to be seen.

Our theme, Our Purpose Remains, carries particular weight at this milestone. Nine decades is a testament not merely to longevity, but to faithfulness. That faithfulness has a face, and it belongs to the people who show up. The needs evolve and the challenges of our age take new forms, and yet our purpose remains; To bring hope where there is despair, to stand beside the weary and to restore dignity where it has been eroded.

Our work has never been merely social, it is deeply spiritual. Our services are an expression of our faith; a lived conviction that love must be made tangible, that mercy must be put into action. Whether we are walking alongside a child in need, supporting a caregiver at the end of their strength, or journeying with an ex-offender rebuilding their life; each act of service is an act of faith.

Being faithful also means being ready; as the needs around us change, so must the way we meet them. We have invested in our people, deepening their skills for a different era, and reshaped their roles around what those we serve need today. We have worked to handle what is entrusted to us with greater care, so that more of every gift reaches the person it was meant for. This stewardship is how compassion is sustained.

We look back with humble hearts. We would not be what we are without the generations of officers, staff, volunteers and partners who gave of themselves. This year, I have watched that spirit in our teams; in the quiet patience, the long hours, the care offered when no one was watching. We carry their legacy forward not as a burden, but as a privilege.

Looking ahead, the needs of our community remain great and the opportunities to serve are many. We enter the next chapter with the spirit that has carried us through nine decades courageous in faith, steadfast in compassion, and unwavering in our conviction that every life matters.

To all who serve alongside us, support our work and believe in our mission — thank you. May we remain faithful to our calling, united in our purpose and bold in our hope, as The Salvation Army Singapore continues to serve for generations ahead.

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

MESSAGE FROM OUR CHAIRMAN



Throughout these years, The Salvation Army has never walked alone. It is the generosity of our partners and the trust of our community that have allowed us to reach further, serve deeper, and remain steadfast in our purpose. As we mark this milestone, it is partnership in all its forms that we wish to celebrate and affirm.



As The Salvation Army Singapore commemorates 90 years of unbroken service, we pause to honour not just our legacy, but the many donors, partners, and supporters who have made this journey possible. Nine decades of faithful service – through shifting social landscapes, evolving community needs, and the quiet, daily work of caring for the most vulnerable among us – stand as a testament to what becomes possible when compassion is met with commitment.

Throughout these years, The Salvation Army has never walked alone. It is the generosity of our partners and the trust of our community that have allowed us to reach further, serve deeper, and remain steadfast in our purpose. As we mark this milestone, it is partnership in all its forms that we wish to celebrate and affirm.

This year brought with it moments that exemplify the transformative power of collaboration. When Geneco partnered with our Kids In Play programme during the festive season, they offered something far greater than a campaign; they offered a bridge. Through the 'Starlight, Star Bright' artwork initiative, incarcerated mothers at the A4 facility were given space to express love and hope for their children despite physical separation. Their hands, their creativity, and their longing were made visible through art. That a corporate partner chose to create this space alongside us speaks to the kind of mission-aligned collaboration that turns goodwill into genuine impact. We are deeply grateful to Geneco for seeing our beneficiaries not as a backdrop, but as participants worthy of dignity and voice.

We are grateful for the generosity of a donor whose support made possible the completion of two ward renovations at Peacehaven

Nursing Home. These are not merely structural improvements. The newly renovated wards offer residents improved ventilation, greater comfort, and a living environment that more closely resembles a home than an institution. Thoughtful additions, including fall detection sensors and, for the first time, privacy-friendly sensors installed within toilet facilities, reflect a care philosophy that holds safety and dignity as equally non-negotiable. For residents who call Peacehaven home, often for the remainder of their lives, these changes are profound. We continue to seek partners willing to invest in the remaining wards, so that every resident may live their final years in an environment that honours their worth.

These two moments remind us of something we have known for 90 years: that The Salvation Army's work is always a shared endeavour. Our officers, staff, and volunteers provide daily care, but it is our partners and donors who extend our reach and multiply our impact in ways we could not achieve alone.

As we look to the years ahead, we do so with gratitude and with invitation. The needs of our community remain great, and the opportunities to serve are many. We look forward to continuing this journey together.

On behalf of The Salvation Army Singapore, thank you.

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

NATIONAL ADVISORY BOARD



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 2026, 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.

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.



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



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 to have Mr Lee Chee Yong as the Chairman of the Singapore Social Fund Board. As at 31 March 2026, 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 warmly welcome Colonel Richard Borrett and Mr Troy Lim to the board. Colonel Borrett succeeds Colonel Hary Haran, who concluded his service as Territorial Commander for The Salvation Army Singapore, Malaysia, Myanmar & Thailand on 31 July 2025. We extend our deepest gratitude to Colonel Haran for his faithful leadership and service.

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 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 include:

- 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 fulfilment 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 2025



The Salvation Army Singapore commemorated 90 years of service at the Red Shield Appeal Luncheon 2025, held at Goodwood Park Hotel on 26 July and graced by Guest-of-Honour President Tharman Shanmugaratnam. Held under the theme *Our Purpose Remains*, the luncheon was also the occasion for the official launch of *It Takes A Village* – a community initiative to empower and support informal caregivers, developed in partnership with the Agency for Integrated Care (AIC). The event raised over S\$350,000, alongside S\$6 million in legacy gifts recognised during the luncheon, with proceeds directed towards sustaining the organisation's social and community programmes across 14 centres islandwide. The evening also saw the debut of *Craft of Caring*, an art-based platform pairing community artists with beneficiaries to co-create works reflecting journeys of care and resilience, with auctioned pieces channelling further support to The Salvation Army's programmes.

Race For Good 2025

The third edition of Race For Good took place on 20 September 2025 at Punggol Digital District through Coney Island, drawing over 1,500 participants across the 5km, 10km, and 21.1km race categories, as well as the accompanying Festival For Good. Carrying special significance as part of The Salvation Army's 90th Anniversary celebrations, the event was graced by Deputy Prime Minister and Minister for Trade and Industry, Mr Gan Kim Yong, as Guest of Honour. Through the generous support of partners and participants, Race For Good 2025 raised over S\$320,000 – funds directed towards programmes serving children and youth, the elderly, ex-offenders, and migrant workers across The Salvation Army's centres and programmes. Beyond the race, Festival For Good brought the community together with refreshments, family activities, and live performances, embodying the spirit of collective purpose that the event has come to represent.



Staff Appreciation Event



On 6 March 2026, The Salvation Army Singapore gathered its staff for the annual Staff Appreciation Event, themed *Safari Soirée*, a celebration of the shared journey that unites the organisation. The theme was a fitting tribute to the spirit that defines our work: guided by faith and purpose, sustained by resilience, and made meaningful through the unique strengths each individual brings to the mission.



Staff came together for a day of fun, fellowship, and mutual encouragement – a reminder that behind every programme, every centre, and every life served, there is a team of dedicated people who show up with courage and commitment, day after day. The event was a moment to pause, to celebrate one another, and to recommit to the adventure of serving together.

Christmas Kettling

From 15 November to 22 December 2025, The Salvation Army's beloved Christmas Kettling campaign returned to the streets and malls of Singapore – bringing with it the familiar ring of bells and the warmth of community generosity during the festive season. Volunteers manned iconic red kettles at locations across the island, including Century Square and VivoCity, raising funds in support of at-risk children, low-income families, and the elderly.



This year's campaign set a fundraising goal of \$310,000, with the public invited to give in multiple ways; cash donations or registering as volunteer bell-ringers to spread festive cheer in person. Once again, the campaign was a testament to the generosity of Singaporeans and the enduring spirit of giving that the iconic red kettle has come to symbolise.



Launch of the Sojourn Care Centre



On 26 July 2025, The Salvation Army Singapore unveiled the Sojourn Care Centre, marking a new chapter in its ongoing mission to serve our vulnerable migrant brothers and sisters in the community. More than a sanctuary, the centre represents a place of healing and a support network for those who have come to Singapore in search of opportunity, but who may find themselves alone or in need.



Here, Sojourn offers more than services — it offers a community of hope. Sojourn, also known as the Migrant Workers Ministry Group, offers a slew of services for our migrant workers; A Traditional Chinese Medicine (TCM) clinic operated by volunteer practitioners, a physiotherapy suite designed to help those recovering from injury and illness, and a welcoming multi-purpose front office where meals and supplies are shared with those in need, language and upskilling lessons are held and free health check-ups are conducted.

CARE Carnival



The CARE Carnival took place on 14 June 2025, and is one of the first large-scale events under Peacehaven's "It Takes A Village" initiative, a ground-up movement that aims to build a strong, inclusive caregiver support network across Singapore.



With interactive booths, informative presentations and intergenerational activities, Peacehaven strives to not only support caregivers, but to contribute to reducing the stigma that often surrounds caregiving roles and conditions like dementia. The event was also supported by Agency of Integrated Care (AIC) and graced by Guest-of-Honour, Minister of State for Foreign Affairs and Trade & Industry, Ms Gan Siow Huang.

Official Opening of CONNECT @ City Square Mall



The launch of CONNECT @ City Square Mall marks a significant milestone in bringing social services directly into the heart of the community. At the centre of this new hub is Kids In Play (KIP), a specialised programme dedicated to supporting children and families impacted by incarceration. The initiative is led by the National Council of Social Service (NCSS) in partnership with The Salvation Army and 4 other social service agencies. By establishing a presence in such a vibrant, family-centric location, KIP aims to break down the barriers of stigma and provide a safe, neutral sanctuary where children can heal through play and maintain essential bonds with their loved ones.

FUNDRAISING & BRANDING INITIATIVES



The Salvation Army continues to foster meaningful and enduring relationships with our supporters through personalised engagement, multi-channel outreach, and impactful storytelling. By sharing the stories of our work with seniors, children and youth, migrant workers, and ex-offenders, we seek to inspire greater awareness and deepen understanding of the communities we serve. In FY2026, we further expanded our storytelling efforts by embracing new formats and digital platforms, enabling us to communicate the impact of our mission in more engaging and accessible ways.

Our flagship fundraising initiatives, led by the Red Shield Appeal, remain at the heart of our efforts to strengthen relationships with both longstanding and new supporters. These are complemented by signature public engagement campaigns such as our iconic Christmas Kettling activation across malls and key community locations, as well as the third edition of *Race For Good*—a family-friendly sporting event that brings together participants of all ages in a shared commitment to create positive change. Our iconic sporting event has been exploring

new locations year on year reaching out to different members of public across Singapore and have achieved the milestone of being the first running event with a half-marathon that goes through the idyllic Coney Island.

Alongside these on-the-ground initiatives, we have continued to strengthen our digital fundraising capabilities through online giving campaigns. Digital communications and marketing remain instrumental in extending our reach to younger and more diverse audiences, ensuring that our legacy of service continues to inspire a new generation of supporters.

Through compelling videos, authentic beneficiary stories, and creative digital content, we have been able to showcase the transformative impact of our programmes and services with greater depth and authenticity. Whether through community events, fundraising campaigns, or digital engagement, each initiative reflects our enduring mission — to connect compassionate individuals with those in need, and to inspire people from all walks of life to play a meaningful role in bringing hope, dignity, and lasting change to the lives of those we serve.

PLANNED FUNDRAISING EXPENDITURE

All events, campaigns, and appeals are budgeted with respect to the guidelines set by the Commissioner Of Charities and is currently at 13.17% out of a threshold of 30%. The expenditure mainly centres on event management costs, manpower costs, venue and catering costs, photography and videography costs, collateral design and printing, new media production and advertising, and more.

With plans to explore new fundraising channels and methodology, we expect a gradual increase in expenditure on raising awareness with an equivalent or more in donations in return.

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

ENHANCEMENT TO FUNDRAISING EFFORTS

The key focus centres on further enhancing the donor journey with stronger relationship management for existing one-time and recurring donors. The organisation is also actively exploring multiple new channels and formats for fundraising.

Digital Marketing Campaign

Our digital marketing campaigns have evolved to include rich video content that takes 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. The next phase would include publishing our video

content across various physical and digital channels for greater outreach.

Tap For Good (Public Fundraising Initiatives)

The Tap For Good public fundraising initiatives look to raise awareness of The Salvation Army Singapore social services with general members of the public at public transport nodes with high passenger traffic and footfall. Commuters would have a simplified method to make donations towards our social services by simply tapping their debit or credit card on a payment terminal, a fuss-free way to do good. Commuters would also have the opportunity to find out more about our social services with the use of the large format digital screens and static decals.

Family Carnival 2027

The upcoming Family Carnival in March 2027 looks to bring the kindness community together within The Salvation Army and beyond. The gathering would involve a stage element with performances from our beneficiaries and partners, and acknowledgement of the efforts of the staff and their families in their sacrifice towards the greater mission of the organisation. There will be other elements such as the carnival and booths to provide a light-hearted atmosphere for a day of fun and games, and introspection.

PLANNED FUNDRAISING INITIATIVES		
Annual Red Shield Appeal Luncheon	Tap For Good (Public Fundraising Initiatives)	Other Fundraising events
		Private Dining Experiences
Islandwide Appeals		Christmas Kettling
Race For Good 2027	Red Shield Club (Recurring Giving)	Music For Good (To Benefit WBC Student Care Centre)
Family Carnival 2027		

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 internationally recognised 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 that we grow stronger together. When we bring people together – through inspiring shared goals and encouraging one another – we create a powerful force for positive change, enabling our society to grow and thrive. It is through collective strength and cooperation that we overcome life's greatest challenges. We remain dedicated to serving those in need, without discrimination.

CHILDREN & YOUTH	Serving children and youths who need protection, care, and a safe space to heal – because every child deserves to grow in love, safety, and belonging.	Page 24
THE ELDERLY	According dignity and empowering seniors, including those with dementia, to live independently. Walking alongside them and their caregivers with compassion, purpose, and the assurance that they are not alone.	Page 46
DESISTORS	Providing structured aftercare and community support to individuals leaving incarceration, walking with them towards lasting change, restored relationships, and a future defined by hope.	Page 68
MIGRANT WORKERS	Standing with our migrant brothers and sisters through injury, uncertainty, and isolation, ensuring that every worker who comes to Singapore in search of a better life knows they are seen and valued.	Page 74

SCAN QR CODE
Learn more about our heartwork



Children & Youth

GRACEHAVEN

Total number of children and youth provided with a safe & supportive healing environment:

220

Safe family reunification rate:

62.5%

Provided individualised support to residents through interventions:

33

GRACEHAVEN FOSTERING

Total number of cases served:

162

Successfully placed individual children/youths in foster homes:

23

Total number of reintegration / adoption cases:

24

YOUTH DEVELOPMENT CENTRE

Unique youths in the community who come to the centre on a monthly basis:

55

Youths engaged or participated at the centre in FY2026:

1,855

Through Re:Ignite, percentage of youth that reported improved coping skills:

85%

BEFRIENDERS FOR FAMILIES

Number of children and youth served:

over 100

Number of families served:

39

Interactions and visits with families we serve:

over 1,552

KIDS IN PLAY

Number of Families Supported:

88

Number of Children Impacted:

194

Number of Caregivers Supported:

113

The Elderly

PEACEHAVEN NURSING HOME

Number of Elderly served across services:

472

Of the total, number of elderly that are residents:

374

PEACEHAVEN BEDOK ARENA

Number of seniors served in the Bedok community and beyond:

2,990

Served seniors at risk of isolation:

42

Frail seniors who have participated in 6 or more Active Ageing programmes:

71

FAMILY SUPPORT SERVICES

Aided elderly with Financial Assistance needs:

100

Befriended elderly in the community facing isolation:

112

PEACEHAVEN JADE CIRCLE

Total number of past, present and future caregivers engaged for It Takes A Village:

15,017

Conducted outreach experiences to educate and support caregivers:

71

Participants in caregiver support groups reported improved wellbeing:

93%

Desistors

PRISON SUPPORT SERVICES

Supported individuals with reintegration after incarceration since 2022:

1,200

Supported formerly incarcerated individuals through CREST (2025 YTD):

463

Individuals engaged in sustained aftercare (ASP):

52

Migrant Workers

SOJOURN

Served migrant brothers across 31 dormitories:

10,000

Distributed food coupons to provide basic nutritious meals for migrant workers:

4,453

CAREHAVEN

Sheltered and supported women daily (on average):

80

Supported residents across six different nationalities:

767

CHILDREN & YOUTH

Offering care, protection, and guidance to children and youths up to 21 years of age, who require a safe and supportive environment to heal and grow.

At The Salvation Army Children and Youth Group, we believe that Every Child Matters and that Children Grow Best in Families.

Through our community-based and out-of-home care services, we support healing and transformation for children and families, working towards safe reunification and reintegration wherever possible, so every child can grow in love, safety, and belonging.

- ① **Not all children have a safe, stable, and nurturing home environment.** Many children and youths referred to the Children and Youth Group face child protection risks and safety concerns arising from family vulnerability, limited caregiving capacity, or a lack of access to timely support and resources.
- ② **Many children and youths experience heightened mental health and emotional needs as a result of adverse childhood experiences,** such as abuse, neglect, parental incarceration, or prolonged exposure to unsafe and unstable environments, especially in their early years.

The Children and Youth Group provides professional social work and youth work expertise, trauma-informed and child-centred care, safe and structured environments, community-based family interventions, and out-of-home care options. These inputs are delivered through a continuum of services that include family strengthening programmes, youth engagement initiatives, fostering, and residential care, and are guided by the specialist clinical expertise of our Centre for Psychological and Counselling Services (CPC), all working together to support safety, healing, and long-term family stability.

GRACEHAVEN

Gracehaven is a residential home that cares for approximately 100 children and youths up to 21 years of age, many of whom face challenging family situations and require a safe, structured, and supportive environment to ensure their wellbeing.

The Home provides a nurturing and therapeutic care environment that supports the healing, growth, and development of children and youths, regardless of race, religion, or gender, while working towards safe reunification with their families whenever possible.

By providing a safe, structured, and healing out-of-home residential environment, Gracehaven helps children and youths stabilise emotionally and behaviourally, strengthening their readiness for safe reunification and reintegration into their families, so that every child can grow in love, safety, and belonging – because Every Child Matters.

How We Help

- ✓ **Safe and stable residential care**
A 24-hour residential setting that offers physical safety, stability, and a structured living environment for children and youths aged up to 21.
- ✓ **Qualified and committed care team**
Trained residential care staff, caseworkers, and allied professionals who provide consistent supervision, guidance, and relational support.
- ✓ **Structured daily routines and programmes**
Predictable schedules covering schooling, meals, rest, chores, and recreational activities to promote stability, discipline, and healthy development.
- ✓ **Trauma-informed and therapeutic support**
Access to counselling, emotional support, and therapeutic interventions through the Centre for Psychological and Counselling Services (CPC) to help children and youths process trauma and build emotional resilience.



- ✓ **Holistic developmental and life-skills development**
Age-appropriate programmes that support social-emotional learning, independent living skills, and character development.
- ✓ **Education support and guidance**
Collaboration with schools and stakeholders to support educational engagement, progress, and transitions.



- ✓ **Family engagement and transition planning**
Case management and collaboration with families and external agencies to support reunification and reintegration, alternative care planning, or independent living where appropriate.
- ✓ **Inclusive and values-driven care**
Care is provided regardless of race, religion, or gender, grounded in dignity, respect, and the belief in every child's potential.

Key Happenings

Enhanced Educational and Developmental Support

Alongside the delivery of our regular programmes and activities, Gracehaven took intentional steps this year to strengthen specific areas of support, in line with the priorities outlined in last year's Annual Report. These initiatives focused on enhancing the educational and developmental support provided to children and youths, building on

our existing programmes to better meet their evolving needs. Dedicated study time has been incorporated into residents' evening schedule, with all residents observing a common study period between 7:00pm and 8:00pm, or up to 8:30pm, daily, providing a consistent structure for academic focus and study habits. Residents were also provided access to basic assessment papers to practise and gauge their understanding of key subjects, allowing staff to gain a better sense of residents' learning needs. While still at a foundational stage, these efforts represent an important first step towards building a more consistent and supportive learning environment for the children and youths in our care.



Programmes & Activities

Fun Fridays – Improving Meal Quality, Experience, and Variety for Residents

In addition to regular catered meals, often presented in bento boxes, initiatives such as Fun Fridays were introduced to offer greater diversity in food options and provide residents with meals beyond their daily bento fare.

These efforts have helped enhance residents' daily experiences at the Home – recognising that many children and youths stay with Gracehaven for a year or more – and affirm that access to varied and enjoyable meals is an important aspect of their care, wellbeing, and dignity.

Programmes & Activities

Made Possible Through Partnership

The programmes and activities our children and youths experience at Gracehaven do not happen on their own. They are made possible by the generosity, time, and commitment of individuals, groups, and organisations across the people, public, and private sectors – each playing a part in enriching the everyday lives of those in our care.

From hands-on culinary sessions to therapy dog visits and museum learning journeys, every experience featured here reflects a partnership between Gracehaven and our wider community. It is this collective support that helps make the journey of our children and youths at the Home more meaningful, positive, and purposeful than what many had known before.

Culinary Activity – Ondeh Ondeh Making

Hands-on baking sessions provide a fun and interactive platform for our children and youths to learn new skills while fostering teamwork and creativity with the volunteers involved. These sessions also create opportunities for bonding and help build positive memories within the Home.



Animal-Assisted Activities

Conducted on a monthly basis, these sessions provide our children and youths with opportunities to interact with therapy dogs in a safe and supportive environment. Such interactions have been observed to reduce anxiety, improve emotional regulation, and offer comfort and companionship, contributing positively to their overall mental well-being.



Museum Learning Journeys

Visits to local museums offer experiential learning opportunities that expose our children and youths to history, culture, and the arts. These experiences broaden perspectives, encourage curiosity, and support cognitive development beyond the classroom setting.



Voices of Change

“ I appreciate my mentor for always being there during my ups and downs. She gives me good advice and listens to me when I need it. She makes the Home feel safer and more comfortable.

- Joshua*, 15, Gracehaven Beneficiary

*Name has been changed to protect the identity of the individual.

Future Plans

In the year ahead, Gracehaven, working together with the Centre for Psychological and Counselling Services (CPC), will focus on strengthening the **quality and effectiveness of our core enablers of care**, to better support **stability, healing, growth, and family reintegration outcomes** for the children and youths under our care. Recognising the direct relationship between staff strength, capability, and consistency, and the stability of the Home and the wellbeing of our residents, Gracehaven will continue to strengthen the capacity and capability of our care staff. This includes continued development of trauma-informed and therapeutic competencies, supported in partnership with CPC and relevant partners where appropriate.

Gracehaven also seeks to expand and strengthen the Family Connect programme; Beyond supporting residents individually, efforts will focus on greater involvement of families through enhanced therapeutic and family-based interventions. These interventions aim to strengthen families’ capacities, support healing and parent-child relationships, and better prepare families and children for safe reunification, in collaboration with CPC and relevant partners.

By developing and strengthening education support structures and resources, every child under our care is able to access learning with dignity, and to grow with greater equity and opportunity, taking into account their individual developmental and emotional needs.

Our Impact

Provided more than **220** children and youths facing challenging family situations, with a safe and supportive healing environment.

Over **70%** of residents are observed to have shown improved emotional regulation and behaviours compared to their behaviours at admission.

62.5% safe family reunification rate among children and youths discharged from Gracehaven.

Provided more than **33** residents with individualised support, through interventions such as trauma-informed care, psychotherapy, counselling, and sandplay therapy via CPC.

GRACEHAVEN FOSTERING

Gracehaven Fostering is one of the agencies appointed by Ministry of Social and Family Development (MSF) to support fostering in Singapore. We partner and support families to provide a safe and secure home for foster and kinship children/young persons who require care and protection.

Through holistic support and guidance, Gracehaven Fostering journeys alongside foster parents at every stage; from assessment and training to ongoing casework and emotional support. Foster parents are equipped with the skills and confidence to respond to the complex needs of children who may have experienced trauma, loss, or instability.

Beyond meeting immediate safety needs, the programme focuses on creating a sense of belonging and continuity for each child. This includes supporting their emotional well-being, maintaining connections with their families where appropriate, and enabling them to grow in a caring environment where they can heal, develop, and thrive.



How We Help

- ✓ **Temporary Care Arrangements**
Fostering and kinship care is a temporary care arrangement, and we aim to reunite foster/kinship children with their birth families once the families are assessed to be able to resume care for them.
- ✓ **Case Management**
Support for foster parents and children in care through dedicated casework and ongoing guidance.
- ✓ **Referrals**
Facilitating referrals for specialised interventions to address emotional, developmental and family needs.
- ✓ **Family Bonding Activities**
Organise family bonding programmes that strengthen relationships and build resilience, supporting the well-being of foster families.
- ✓ **Community Outreach**
Awareness efforts to encourage fostering and education on the topic within the community.
- ✓ **Foster Parent Assessments**
Assess and prepare prospective foster parents to ensure they are equipped to provide safe and nurturing homes.



Programmes & Activities

Recruitment Events

A series of recruitment and outreach events are organised throughout the year to raise awareness and encourage more individuals and families to step forward as foster parents. These engagements provided meaningful opportunities for the public to better understand the fostering journey and the impact they can make in a child's life.



Key highlights include intimate tea sessions held across the year, where prospective foster parents engaged in open conversations with our team in a warm and welcoming setting. This year, we also conducted sharing sessions at Grace Orchard School, Solomon Porch and Cultivate SG, reaching diverse community groups and faith-based audiences.

Larger-scale outreach efforts such as the Hari Raya Fostering Open House, participation in the National Family Festival roadshow, and the Fostering Open House at Suntec expanded our reach to the wider public, creating greater visibility for fostering, while offering accessible platforms for individuals to learn more, ask questions, and take their first steps towards becoming foster parents.

Events for Foster and Kinship Families

Gracehaven Fostering organised a range of engagement and support initiatives to strengthen foster and kinship families, while fostering a sense of community and shared experience. These events created safe and encouraging spaces for caregivers and children to connect, learn, and grow together.

Key highlights include the Community Day Beach Clean-Up (15 March 2025), which brought families together through meaningful service, as well as Parents Day (21 June 2025), where caregivers enjoyed a time of rest and creativity through pottery painting.



Children and youths were also engaged through dedicated platforms such as Camp Happify (28 November 2025), designed to build confidence, resilience, and friendships, and the Welcome Party (31 January 2026), which warmly integrated new families into the fostering community.

To further support caregivers in their fostering journey, targeted support groups were conducted throughout the year. These included sessions for foster parents of children aged 0–3 years (24 May 2025), as well as topical discussions on sibling rivalry (27 September 2025) and managing youths (11 October 2025). These sessions provided practical guidance, peer support, and reassurance for caregivers navigating different stages of care.

Appreciation Events

Recognising that the fostering journey is made possible through the dedication and compassion of its volunteers and families, our appreciation events are a meaningful way of expressing gratitude and celebrating the contributions of those who journey alongside us.

In 2025, the Volunteer Appreciation event (19 July) honoured the commitment and service of our volunteers, acknowledging their vital role in supporting both caregivers and children. This was complemented by our Family Day – Picnic at Gardens by the Bay (6 December), which brought together foster families, volunteers, and staff for a time of rest, connection, and celebration in a relaxed setting.



Voices of Change

“As foster parents who have been with other fostering agencies since 2015, being with Gracehaven over the past few years has made all the difference in our fostering journey. All the social workers we’ve worked with demonstrate maturity, professionalism, empathy, care, and efficiency – consistently. We are amazed that this has not been our experience alone, but one shared by other foster parents under Gracehaven as well.

– Joyce Bernal Palmero,
Foster mother from Gracehaven Fostering

Future Plans

Gracehaven Fostering seeks to continue supporting foster parents and foster children, with future plans include being able to provide **personalised care for foster children with special needs through therapeutic services.** Through creating greater awareness about ourselves as an MSF-supported agency for foster care, we hope to reach and inspire more families to consider fostering, and to strengthen the ecosystem of support for vulnerable children.

As the out-of-home care landscape evolves, foster agencies are also preparing to take on a larger number of kinship care cases, where children are cared for by relatives or extended family members. This is in line with national trends, where a significant proportion of children in out-of-home care are already placed in kinship arrangements — for instance, **386 children were in kinship care as of 2024***. With the growing emphasis on family-based care as the preferred model for children’s well-being, fostering agencies will continue to play a critical role in supporting both foster and kinship caregivers in providing safe, stable, and nurturing home environments.

*Source: Ministry of Social and Family Development (MSF), ‘Children under non-parental care’, 2024.

Our Impact

- ♥ 162 cases served
- ♥ 23 successfully placed individual children/youths in foster homes
- ♥ 24 reintegration / adoption cases
- ♥ 23 reintegrations to biological family
- ♥ 18 foster parents recruited in 2025*

*MSF’s yearly KPI for agencies is 12



YOUTH DEVELOPMENT CENTRE

Youth Development Centre (YDC) is committed to strengthening the mental wellness and resilience of young people in our community. As youth navigate increasing social and emotional pressures, YDC has continued to expand our programmes and partnerships to provide the skills, support, and encouragement needed for them to thrive.

Beyond structured programmes, YDC offers a range of engagement platforms that promote connection, learning, and wellbeing. Our Drop-In Centre remains a safe and welcoming space where youth build friendships, participate in meaningful activities, and receive support from trusted adults. We also run bite-sized wellness activities that introduce core life skills through short, fun, and interactive sessions.

YDC's impact is strengthened by strong partnerships with schools, community organisations, and corporate partners. These collaborations enable us to widen our reach, provide early preventive support, and create shared responsibility in nurturing resilient and confident young people, and we are dedicated to empowering youth to face life's challenges with strength, build meaningful relationships, and create hopeful pathways for their future.

How We Help

- ✓ **Re:Ignite**
Our ongoing mental wellness and resilience programme delivered regularly across multiple settings to support youth in building emotional awareness, coping skills, and confidence.



- ✓ **Drop-In Centre Activities**
Consistent, year-round engagement offering recreation, learning opportunities, and mentorship in a safe and supportive environment.
- ✓ **Community & Interest-Based Activities**
Regular activities — including sports, creative arts, and group learning — that enable youth to explore interests, gain life skills, and build positive peer relationships.

Key Happenings

YDC supports youth through programmes designed to build mental wellness, resilience, and positive development, delivered across community, school, and residential settings.

Re:Ignite – Resilience Programme

Re:Ignite equips youth with essential skills to understand emotions, manage stress, and develop confidence. Through experiential activities and guided reflection, participants learn to make healthier decisions and build a stronger sense of self. This mental wellness programme is delivered regularly across multiple settings to support youth in building emotional awareness, coping skills and confidence.

Programmes & Activities

Bite-Sized Wellness Sessions

Short, interactive sessions delivered weekly or monthly to promote self-awareness, communication, stress management, and healthy decision-making. Activities include: Inside-Outside Mask Painting, Slime Making Workshop, Stress Ball Making, Positive Affirmation, Sensory Sushi Making, SMART Goals and Vision Board Making.

Community & Interest-Based Activities

Regular activities to encourage group and social connections. These activities help ground the youth especially those facing difficult circumstances. Interest-based activities also allow and encourage the youth to explore their special interests. Activities include: Outing to Mandai Rainforest Wild Asia, Table Tennis Clinic, YDC Year-end Party, Chinese New Year Celebration, Bicycle Maintenance Workshop.

Drop-In Centre

A safe and welcoming space where youth can build friendships, join meaningful activities, and receive informal support from trusted adults. Drop-In programming blends recreation with informal learning and personal development. Consistent, year-round engagement that offers recreation, learning opportunities and mentorship in a safe and supportive environment.

Partnership-Based Engagements

In collaboration with schools, community groups, and corporate partners, YDC co-delivers outreach events, resilience activities, and community initiatives that strengthen youth wellbeing across settings.



Voices of Change

“Re:Ignite has helped me learn tools to manage my stress and to cool down when I get angry.

– John*, 12

*Name has been changed to protect the identity of the individual.



Our Impact

♥ Average of
55
unique youths from the community
come to the centre every month.

♥ **1,855**
youths engaged or participated
at the centre in FY2026.

♥ **85%**
youth reporting improved coping
skills through Re:Ignite Programme

Future Plans

The Salvation Army Youth Development Centre is dedicated to deepening its commitment to young people in our care. A primary focus will be the strategic expansion of our Re:Ignite programme, broadening its reach across more schools, residential homes, and community partners to ensure we engage youth at earlier, more pivotal stages of their journey. Recognising that emotional well-being is the foundation of growth, we are also enhancing our wellness pathways through the introduction of new modules and the pilot of youth-led peer support groups. These initiatives are designed to provide safe, structured environments where young people can find strength and solidarity through shared experiences.

At the heart of our community presence, we are revitalising our Drop-In Centre by integrating a dedicated Study Programme and interest-based mentoring. This dual approach aims to foster academic resilience and healthy lifestyle habits within a supportive setting.



Ultimately, our future plans are anchored in the belief that youth should be the architects of their own progress. By expanding leadership roles and increasing youth participation in programme design, we ensure that our services are not only impactful but truly reflective of the voices and aspirations of the next generation.

BEFRIENDERS FOR FAMILIES

Befrienders For Families (BFF) is a wrap-around service designed to improve outcomes for children and youth (aged 0 to 18 years old) and support families when children return to their biological home after being placed in alternative care. In 2025, BFF also started helping families whose children are at risk of being removed due to safety reasons. The programme aims to connect trained befrienders to families to provide timely, effective and practical support.

How We Help

- ✓ **BFF Cares**
BFF Cares mobilises befrienders who work closely with social workers to offer a flexible, informal, and non-intimidating support system to vulnerable families. BFF Cares allocates at least 2 or a group of volunteers to a family. Together with the social worker, they intervene to reduce safety risks and improve protective factors, such as strengthening family resilience, improving parenting capabilities and children's well-being over a 1 to 2 year period.
- ✓ **BFF Gives**
BFF Gives provides for families in need with practical and essential support in the form of groceries, daily essentials, home repairs and necessary household items.



✓ Befriending Support

Befrienders become a consistent network of support to the children and their families as they journey with them as a listening ear and enhance their emotional and mental capacities, making families feel heard, helped and less isolated.

✓ Case Management

Social workers provide case management support and take on escalations such as increased risk situations or when there is a need to provide systemic interventions such as referrals to other social services or for government assistance. From experience, families have been observed to engage and interact with volunteers because they are viewed as impartial and genuine.

Our Impact

♥ Currently serving over
100
children across 39 families.

♥ **156**
volunteers recruited since
March 2023.

♥ Met the needs of children in over
350 instances from
March 2023 to April 2026.

♥ Over
1,552
interactions and visits with our
families in FY2026.

Voices of Change

“ I benefitted a lot from this program. In my opinion, I feel that the befrienders are really friendly and caring. They would always ask about my well-being and give me advice on my academics. I personally find the program really beneficial.
- SH, 17 years old

“ Ever since the programme started I've started gaining confidence and I enjoy the activities and the time I spent with the befrienders.
- SY, 13 years old

“ No words to describe (how grateful we are to you and your Befrienders for journeying alongside us). Beyond what we expected. [...] Without you and the team sponsoring the tickets and providing the meals, I don't think I can have family time.
- Parents of J & K

“ Befrienders always meet us on Sundays, help us with our studies, they are very good and fun to talk to.
- J, 13 years old & K, 15 years old



Programmes & Activities

Key Events for Children & Youth and Families

Throughout FY2026, BFF curated a series of meaningful experiences that brought families and volunteers together, creating opportunities for connection, joy, and lasting memories. These gatherings not only provided moments of respite and fun, but also strengthened relationships and fostered a sense of belonging within the community.



Key highlights included a volunteer-led family outing to River Wonders (70 participants) in July 2025, a Sentosa Funday (40 participants) in September 2025, and the BFF Family Day at Bird Paradise (77 participants) in November 2025. In the same month, a Thanksgiving Dinner organised by UBS volunteers brought together 69 participants.

The year concluded with festive gatherings in December 2025, including a Christmas Lunch hosted by Drew & Napier (30 participants) and a Dinner Celebration by Victory Family Centre (23 participants), providing families with opportunities to connect and celebrate in a supportive environment.

Key Training & Events for Volunteers

BFF remains committed to equipping and appreciating its volunteers, recognising them as vital partners in supporting children, youth, and families. Throughout the year, various training sessions were conducted to strengthen volunteers' capabilities, alongside appreciation initiatives to honour their contributions.

In May 2025, 50 volunteers from The City Church participated in the BFF Befriender 101 Training. Additional capability-building sessions included the Triple P Parenting programme (7 volunteers) in May 2025, the Community Resource Handbook Training (12 volunteers) in November 2025, and a Paracounselling course (7 volunteers) in February 2026.

In October 2025, BFF volunteers were recognised at the Annual Volunteer Appreciation Event, affirming their commitment and service.

Future Plans

Befrienders For Families is in the midst of conducting an NCSS ERC-approved evaluation study on the BFF programme and the study will be completed in early 2028. We are also working closely with MSF and have come to an agreement to use the BFF approach for the assigned kinship cases.

KIDS IN PLAY

Kids In Play (KIP) supports children and families impacted by parental incarceration. When a parent is imprisoned, children may experience confusion, emotional distress, stigma, and disrupted attachment, while caregivers often face increased responsibilities, financial pressures, and the challenge of supporting their children amidst their own stress. KIP provides structured emotional and relational support during this critical period. Through group work, case management, caregiver support, and family bonding initiatives, the programme helps children build resilience while equipping caregivers with practical tools to strengthen family stability. By focusing on preserving healthy connections and reducing the long-term impact of incarceration, KIP supports families in preparing for eventual reintegration. Taking a whole-of-family approach, the programme seeks to nurture hope, restore stability, and strengthen relationships despite challenging circumstances.

How We Help

- ✓ **Social Work & Case Management**
We provide counselling and case management support to children, their incarcerated parents, and caregivers. Families affected by incarceration often face emotional strain, uncertainty, and practical challenges. Our team journeys closely with each family — offering guidance, emotional support, and coordinated assistance to ensure stability during difficult seasons.
- ✓ **Groupwork Sessions**
Through our monthly EMPOWER sessions, children develop emotional awareness, resilience, and healthy coping skills in a safe peer environment. At the same time, Caregivers' Connect sessions equip caregivers with practical coping strategies, emotional support, and a sense of community, while offering a valuable respite from the daily routine of caregiving. The sessions reduce isolation and strengthen the family's overall support system.
- ✓ **Family Bonding Programme**
The Family Bonding Programme creates structured opportunities for meaningful interaction between children and their incarcerated parents, through video conference or open visits. Through the facilitated sessions, we help preserve attachment, encourage positive communication, and support emotional connection despite physical separation.
- ✓ **Family Outings**
With the generous support of our partners, families receive tickets to attractions such as Mandai Zoo, Tayo Station, Science Centre, Movie Screening – activities that allow them to spend meaningful time together. These shared moments of joy help strengthen bonds, foster warmth, and restore a sense of normalcy within the family unit.

Key Highlights

Relocation to City Square Mall (October 2025)

In October 2025, KIP shifted its operations to Connect @ City Square Mall. The new location provides improved accessibility for families and offers a more conducive environment for programme delivery, group sessions, and family engagement activities.



Participation in Geneco's Festive Campaign (Sept – Nov 2025)

KIP partnered with Geneco in their festive campaign, involving A4 female inmates in a meaningful engagement initiative. This collaboration provided incarcerated mothers with an opportunity to contribute positively and remain connected in spirit with their families during the festive season.

The mothers co-created an artwork based on the theme "Starlight, Star Bright," symbolising hope, light in darkness, and their heartfelt wishes for their children. The activity offered a reflective space for them to express love and aspiration despite physical separation.



Bi-Annual Thanksgiving Event (November 2025)

KIP hosted its bi-annual Thanksgiving event in November 2025, bringing together volunteers, community and corporate partners and beneficiaries for a time of appreciation, reflection, and community bonding. The event fostered encouragement, strengthened relationships, and celebrated the resilience of families journeying through challenging circumstances.



Break Fast Event (March 2026)

In March 2026, KIP organised a Break Fast event in celebration of the fasting month, embracing cross-cultural appreciation among beneficiary families. The gathering created a warm and inclusive space for families to share a meal, build understanding, and strengthen communal bonds.



Volunteer Training Programme

KIP developed a structured volunteer training programme for the year to better equip volunteers supporting programme sessions and family activities. The training helps volunteers understand the needs of children and families affected by incarceration, while guiding them in appropriate engagement and positive role modelling.

Programmes & Activities

EMPOWER Group Sessions

7 runs of EMPOWER groupwork sessions, engaging caregivers together with children and youth aged 5 to 18 years under their care.

Family Bonding Programme

4 runs of pre-session parent workshops to prepare incarcerated parents for meaningful engagement with their children.

2 runs of open visits to allow children and their incarcerated parent for a no-barrier engagement in a structured and conducive setting.

2 video conferences where children took turns having dedicated one-to-one connection time with their incarcerated parent, before coming together for shared family time.

The Playroom @ PLCC

The Playroom provides a safe space for children while waiting to visit their incarcerated parents. Through guided play and supervised activities, children are supported in a structured environment that promotes positive social interaction and emotional safety.

The playroom also offers caregivers brief respite from caregiving responsibilities, while their children are engaged by volunteers.

Voices of Change

“While our father was in prison, The Salvation Army Kids in Play, gave us many opportunities to experience different things. They took us to places like Tayo Station and held various events which made my siblings and I smile :D Our social worker frequently checked in with us and did different activities with me and my siblings. We are very grateful to them and always look forward to upcoming events :D

- S*, 12, Beneficiary at Kids In Play Child facing parental incarceration, her father was incarcerated for drug consumption offence and will be released in 2026.

*Name has been changed to protect the identity of the individual.



Our Impact

♥ 88
Families Supported

♥ 163 + 31(U)
Children Impacted

♥ 113
Caregivers Supported

♥ 36
Pre-session conducted

Future Plans

KIP aims to build a stronger and more sustainable **volunteer community** to support programme delivery and family engagement. Through clearer volunteer roles and enhanced training, volunteers can provide additional care, and activity support, allowing families to receive encouragement and practical support beyond formal casework and counselling.



We will also continue to **deepen collaborations with community and corporate partners** to enhance programme experiences for beneficiary families. Through these partnerships, families can access meaningful opportunities, shared experiences, and additional forms of support that contribute to their well-being and sense of belonging within the wider community. Through these efforts, KIP hopes to strengthen the network of care surrounding families affected by incarceration.



Stories of Hope

GRACEHAVEN Sarah*, 17, Beneficiary at Gracehaven Children’s Home

“ I appreciate my mentor. Even when she has her own challenges, she always tries her best to comfort us and make time for us. We even have a song we both love and sing together. It makes me feel supported and understood.

YOUTH DEVELOPMENT CENTRE Anna*, 10, Beneficiary at Youth Development Centre

At just 10 years old, Anna* carries a world too heavy for her small shoulders to bear. Home is a rental flat, a modest unit shared with her parents, older sister and little brother. Every day, her parents work tirelessly to make ends meet, often leaving Anna* feeling unseen, as the quiet middle child who tucks her pain away behind shy smiles. Not being able to express her emotions freely from such a young age left her with lifelong emotional dysregulation, an endless cycle of self-doubt and self-harm; marks unseen but felt deeply.

“ I like hanging out with my friends there,” shares Anna – words that are a powerful testament to healing when a child is able to feel safe and seen.

When she first joined The Salvation Army’s Youth Development Centre (YDC) at the start of 2025, Anna hardly said a word, but she found something she had been longing for – a safe space where she could simply be a child. Through creative hobbies guided by YDC staff – painting, colouring and slime-making – she learnt to express herself in healthy ways, letting her feelings flow gently instead of keeping a storm within. These activities helped her discover ways to manage her emotions which opened her heart to a world of compassion and joy when she was able to connect with her peers. “I always have fun at YDC”.

Seeing the light return to Anna’s face, her older sister felt encouraged to join in.

Now, they take part in activities that bring rare moments of happiness to their days – moments where they feel truly safe and loved. As we gather with our family and friends this holiday, let us remember the vulnerable children in our community – the little hearts who long for the same warmth and love that many of us have in our homes.

**Names have been changed to safeguard the beneficiaries.*

GRACEHAVEN FOSTERING Ameera and Faris, Foster Parents from Gracehaven Fostering

Foster parents Ameera and Faris began their journey in June 2018, fostering a total of four children over the course of 6 years. They have adopted two foster children and are still fostering one.

“ Initially, we had our doubts on whether we would be good parents, and even concerned family members and friends had asked if we could manage as foster parents. We’ve had our fair share of challenges as well as heart-warming moments in our fostering journey. But we persevered and we’re glad we did.

Andrea Goh, Volunteer Befriender of a 2-year-old foster child at Gracehaven Fostering

“ It has been a great joy being a volunteer befriender, seeing the foster child smile warms my heart, being able to be part of their life giving them the support and love they need is what makes my heart full.

John*, 14-year-old Foster Youth from Gracehaven Fostering



“ I was supported by my foster care worker, Jazelle, when I needed help or needed someone to talk to, she would be there to help. Also, she helped to ease my transition of changing to a different family when I had to move house. When I was scared to communicate or ask things of my foster parents, she would give me suggestions on how to approach them or help to do for me. My foster parents have been open-minded and understanding during my journey with them so far.

They have also cared for me well by taking care of my needs and listening to me when I want to talk about my day or what I want. When we have a disagreement, we communicate reasonably and don't act on our emotions. They have also supported me in my goals and my dreams.

BEFRIENDERS FOR FAMILIES Parents of J* and K*

No words to describe (how grateful we are to you and your Befrienders for journeying along us), beyond what we expected. [...] Without you and the team sponsoring tickets and providing meals, I don't think I can have family time.

J*, 13 years old
& K*, 15 years old

“ Our Befrienders always meet us on Sundays, help us with our studies, they are very good and fun to talk to.



THE ELDERLY

Honouring the journey of every senior —
with dignity, compassion, and the assurance
that they are not alone.

At The Salvation Army Peacehaven Group, we believe that every senior deserves to age with dignity, purpose, and a deep sense of belonging. Through our residential, community-based, and educational care services, we walk alongside seniors and their caregivers across every stage of the ageing journey – from active seniors living independently in the community to those who require residential and end-of-life care.

- ① **Ageing can bring with it growing vulnerability – physically, emotionally, and socially.** Many seniors in our community face declining health, limited mobility, cognitive conditions such as dementia, or the quiet weight of isolation and loneliness. For some, the absence of family support or adequate caregiving resources makes these challenges all the more difficult to navigate alone.
- ② **Caregivers, too, carry a significant and often invisible burden.** Family members and informal caregivers give a great deal of themselves – and without the right knowledge, skills, and support networks, the caregiving journey can become overwhelming, affecting not only the caregiver's wellbeing, but the quality of care their loved ones receive.

The Salvation Army Peacehaven provides professional nursing and therapy services, person-centred dementia care (Nursing Home), active ageing programmes, caregiver training and support, and community outreach initiatives. Guided by a deep conviction that the later years should be embraced as a time of continued growth, connection, and meaning, our continuum of care affirms the worth and story of every senior we serve – and equips those who love and care for them to do so with confidence and compassion.

PEACEHAVEN NURSING HOME

Peacehaven Nursing Home is a 430-bed residential facility which offers the following residential services:

1. Chronic Sick Service (Low)
2. Nursing Home – Elderly
3. Nursing Home – Dementia
4. Nursing Home – Respite Care

Peacehaven's Model of Care is grounded in Person-Centred Care (PCC), with a focus on enabling residents to live with dignity, independence, and purpose despite cognitive or physical declines with age or illness. This approach prioritises maintaining each individual's identity, supporting optimal functioning, encouraging meaningful connections and engagement, fostering lifelong learning, and nurturing a sense of purpose and joy in life.

We seek to move residents away from focusing on loss or defining themselves by present limitations. Instead, we encourage them to embrace what they can still do and enjoy, honouring their past achievements, recognising their current strengths and affirming their worth. In doing so, we empower residents with meaningful choices and opportunities to contribute wherever possible. The Home upholds residents' dignity, fosters a sense of belonging, and is deeply committed to ensuring comfort, respect, and quality of life to the very end.

How We Help

Like many nursing homes in Singapore, we provide residential-based care to persons who require residential care and have minimal or no appropriate caregiver support at home.

✓ Chronic Sick Service (Low)

We are one of the few Nursing Homes in Singapore that offer Chronic Sick Service (Low), which is a higher tier of residential care for persons who require wound care or other specialised care (e.g. for tracheostomies).

✓ Quality Care for Dementia Patients

We invest heavily in training our staff, particularly in the area of dementia care. This has enabled us to provide quality care for dementia clients and work with them to moderate their Behaviours of Concern, allowing their original personalities to re-emerge and in some cases, allowing healing of relationships and past misunderstandings with their families.

✓ Compassionate End-of-life Care

In addition to its person-centred care model, Peacehaven Nursing Home provides compassionate end-of-life care in collaboration with Changi General Hospital (CGH). The Home ensures that every resident, including those without family, lives their final days with love, dignity, comfort, and emotional support. Residents of all ages and care needs receive holistic support (across physical, social, emotional, and spiritual domains) delivered in a way that respects their personal preferences and recognises each individual's unique identity. For those without family, the Home arranges for funerals in accordance with their respective faith, ensuring that every life is respected, remembered, and celebrated.

Key Highlights

Completion of 2 ward renovations

Peacehaven is in the process of conducting ward refurbishments on a ward-by-ward basis. Over the last Financial Year, we had completed a total renovation of two wards within the Nursing Home thanks to the support of a generous donor. The newly renovated wards offer improved natural ventilation arrangements and give residents greater control over their environment, offering them a much more comfortable and homely experience at Peacehaven. Safety features have also improved with fall detection sensors installed within the wards, and our first-ever privacy-friendly fall detection sensors installed within toilets for one ward.

We are continuing to seek more donations and sponsorships for this ward renovation exercise to refresh our 26-year-old building for a better living environment for our residents.

Pasar Malam

An adaptation of the traditional night market within the nursing home, this initiative recreates the vibrant and familiar experience of a pasar malam for residents and clients. By setting up stalls offering food, clothing, accessories, and simple games, the environment evokes a sense of nostalgia and cultural connection. A photo booth further enhances the experience, allowing residents to capture joyful moments with peers, staff, and family members.

Beyond recreation, the activity supports person-centred care by tapping into residents' past experiences and preferences, helping to stimulate memories and encourage social interaction. The lively atmosphere promotes engagement, reduces feelings of isolation, and provides opportunities for choice and participation. Residents can browse, select items, play games, and interact freely, fostering a sense of fun.

Programmes & Activities

Social Engagement Programme: Creating Meaningful Connections

To promote social interaction, cognitive stimulation, and emotional well-being, Peacehaven Nursing Home organises a series of engagement activities designed to bring residents together beyond their usual living areas.

1. The Coffee Chit Chat Session provides residents from different RLAs the opportunity to enjoy a “kopitiam” experience – a familiar and comforting local café-style setting. This casual gathering allows residents to come together over coffee and light snacks, encouraging spontaneous conversations, laughter, and shared stories. By creating a relaxed and inclusive environment, residents can reconnect with others, form new friendships, and engage in activities that reflect their personal interests.



2. Activities of common interest, such as mahjong and Rummikub, stimulate cognitive function, enhance fine motor skills and foster friendly social competition.

3. Piano Music Appreciation – Led by a volunteer, this session allows residents to enjoy familiar songs from their era through live piano music. The melodies evoke memories, promote relaxation, and encourage gentle interaction, such as humming along or sharing stories. In a calm and inclusive setting, the activity supports emotional well-being, fosters connection, and nurtures a sense of comfort and belonging.

4. Cooking and Meal Preparation Activity – Residents take part in simple cooking tasks, guided by staff and adapted to their abilities. Activities such as washing, mixing, or assembling food promote independence, confidence, and a sense of purpose. The shared experience also encourages social interaction while stimulating memory and motor skills, making it both meaningful and enjoyable.

5. Karaoke Session – This weekly activity gives residents a fun and engaging way to express themselves through familiar songs. It encourages singing, reminiscing, and social interaction, whether residents participate actively or simply enjoy the music.

The relaxed environment supports emotional well-being, boosts mood, and promotes confidence, while also stimulating communication and memory. Overall, it fosters connection, inclusion, and a strong sense of belonging within the community.



Voices of Change

“Peacehaven truly lives up to its name. It is both a place of peace and a haven, a place where we can rest and recover from the illnesses that brought us here. We are blessed not only by the care of the staff but also by the companionship of fellow patients.”

The staff go above and beyond to make us feel comfortable. They treat us not just as patients, but as friends, and that makes all the difference. I am very happy and deeply grateful to be in a place filled with such positivity and care.

– Ms T J Ann, 68, Beneficiary at Peacehaven Nursing Home

“Before, I was very upset and unsure of myself, but now I feel happier and more at ease. My memories here so far have been good. The staff provide very good service, and whenever I request something, they are always willing to help. I am very happy about that. I have no complaints and truly appreciate the support I receive here.”

– Mr M A K, 69, Client at Peacehaven Nursing Home

Our Impact

♥ **374**
residents as at 31 Mar 2026.

♥ **472**
persons were cared for across all four services, during the financial year ended 31 March 2026.

Future Plans

In 2027, the team will focus on strengthening the care model to support the new nursing home, while advancing succession planning to ensure leadership continuity. The new nursing home is scheduled to open in the second half of 2029.



PEACEHAVEN DAY CENTRES

Ageing often brings challenges such as declining health, reduced mobility, and feelings of isolation. At our day care centres, we believe these later years should not be defined by decline but embraced as a time for continued growth, fulfilment and meaningful contribution.

Our seniors are the keepers of wisdom in our community. They deserve care that respects their life experiences, supports their independence, and keeps them connected to the world around them. We are committed to giving back by providing a supportive, dignified, and enriching environment for every senior we serve.

The Salvation Army Peacehaven Day Centres are Senior Care Centres, comprising the following facilities:

- Jade Circle Arena
- Bedok Day Centre

How We Help

Through a dynamic and person-centred approach, we provide care and services that empower seniors to lead fulfilling lives on their own terms.

- ✓ **Respecting Autonomy and Choice**
We offer tailored support that enables clients to make their own decisions — whether it's about their daily routine, meals, or participation in activities — preserving their sense of control and dignity.
- ✓ **Holistic Health**
We provide professional nursing care that addresses both physical and emotional well-being, supporting our seniors through attentive monitoring, personalised care, and a safe, nurturing environment.



- ✓ **Social Engagement & Enrichment**
With daily activities, cultural celebrations, games, and group outings, we ensure our clients stay socially active and mentally stimulated.
- ✓ **Family & Community Integration**
We maintain open communication with families and offer inclusive programmes so that loved ones remain an active part of the care journey.

Key Highlights

At our day centres, we are committed to enhancing our care through engaging and meaningful activities that support cognitive health, physical function, cultural identity, and overall well-being.

Cognitive Stimulation Activities
We keep our seniors' minds active, curious and engaged through reminiscence-based sessions that use music, photographs and themed prompts to encourage memory recall and foster social interaction. Interactive activities are also included, such as puzzles, trivia, and digital brain-training games aimed at strengthening memory, attention, and problem-solving skills.

Physical Function Maintenance Activities
To support the seniors' mobility, strength, and independence, we have a series of morning movement routines to promote flexibility and overall wellness:

- Chair Zumba sessions that combine light exercise with music for an enjoyable workout.



- Light group walking sessions around the facility or garden areas to support cardiovascular health and encourage social bonding.
- Lively movement-to-music activities designed to improve coordination and bring joy through rhythm and community spirit.

Cultural Celebrations & Festive Activities

We celebrate occasions such as Deepavali, Christmas, Chinese New Year and Hari Raya, fostering cultural identity and a sense of belonging.

Cooking Sessions & Food-Based Activities

We engage seniors in simple, enjoyable food preparation and themed culinary activities that encourage participation, creativity and social interaction.

Voices of Change

Coming to the centre gives me something to look forward to every day. I enjoy the activities and spending time with others, and the staff always take good care of me. It makes me feel safe and not alone.

– Mdm S*, 76, Client at Peacehaven Bedok Day Care Centre

*Name has been changed to protect the identity of the individual.



Programmes & Activities

Our centres offer the following services:

1. Community-based Rehabilitation
2. Centre-based Nursing
3. Dementia Day Care (DDC)
4. Maintenance Day Care (MDC)



We also offer weekend DDC/MDC services for clients whose caregivers may need such support (e.g. working on weekends). We also offer showering services for MDC/DDC clients who require assistance with bathing.

PEACEHAVEN BEDOK ARENA

Peacehaven Bedok Arena, an Active Ageing Centre (AAC), is located at 187 Bedok North Street 4, serving an assigned population of over 2,990 seniors residing in the Fengshan Estate over the past year, primarily heartlanders. The Centre functions as a vibrant community hub where seniors can remain active, engaged, and socially connected within their neighbourhood.

The Centre also supports seniors who are living alone in selected HDB blocks through the provision and monitoring of alarm alert systems, enabling timely assistance to be rendered during the Centre's operating hours.

The Centre offers a wide range of programmes and activities that support seniors in maintaining both physical and mental well-being. Through regular activities, seniors are encouraged to explore new interests, build meaningful friendships, and lead purposeful lives.

In addition, the Centre provides opportunities for seniors to contribute to the community. Those who are keen can take on volunteering roles within the Centre, fostering a strong sense of ownership, belonging, and mutual support within the community.



How We Help

AAC provides support to targeted groups of seniors according to their needs:

- ✓ **Active Ageing Programmes**
The Centre offers and hosts Active Ageing Programmes for well seniors, encompassing physical, cognitive, social and learning activities, to promote holistic well-being among seniors. Opportunities are also provided for seniors to give back to the community through volunteering, with structured training and guidance to support their involvement.
- ✓ **Befriending and Buddying**
Seniors with limited social networks are offered befriending and buddying services, including regular home visits and calls, to improve their social engagement.
- ✓ **Referrals to Care Services**
For seniors with needs, we provide information and referral to care services where required. The Centre also provides equipment for basic vital signs monitoring and offers community health post services to support seniors' health and well-being.

Programmes & Activities

- Qi Gong
- Pickleball
- HPB Chair Zumba
- Outdoor Walk & Explore
- Drum Power Tribes
- Otago 124
- Current Affairs Discussions
- Laughter, Hand & Brain Power Hour
- Square Stepping Exercise

Key Highlights

- 1. Collaborations with Community Partners**
The Centre works closely with partners within the community (e.g. corporates) to deliver programmes for seniors in the community, such as grocery shopping experiences, festive celebrations and communal meals. A total of 178 sessions have been organised, benefiting 854 seniors within the boundary.
- 2. Participation in Competitions, Performances, and Skills Demonstrations**
Seniors are provided with opportunities to showcase their talents, build confidence, and foster a sense of achievement. Past competitions include Inter-AAC Floor Curling, Rummy-O, and Adaptive Sports Games.



Past performances featured drumming at SUSS and Fengshan Community Centre during National Day events. Seniors have also participated in a programme titled "Senior's Culinary Legacy", a video production project sharing their family recipes.

Our Impact

- ♥ Served a total of **2,990** seniors in FY2026
- ♥ **745** unique Robust seniors within our service boundary who have participated in at least two Active Ageing Programmes
- ♥ **71** unique frail seniors within our service boundary who have participated in at least six Active Ageing Programmes
- ♥ A total of **42** seniors at risk of social isolation received befriending and buddying services. Of these, 35 received befriending services and seven received buddying services. The difference lies in the frequency of contact required, based on the assessed level of social isolation risk.

Future Plans

The Agency for Integrated Care (AIC) has asked the Centre to expand its service boundary to reach out to seniors residing in private estates within the Fengshan and Simpang Bedok area from 1 Apr 2026 onwards. This expansion increases the assigned population of seniors to over 4,200 and is a sign of AIC's satisfaction with the good work being done by the Centre.

We look forward to using this opportunity to reach out to a wider range of seniors and bring joy and life into their golden years.

Areas for Support

We would like to invite readers to partner with the Centre to bring joy and life to the elderly, including:

- Volunteering to befriend / buddy socially isolated seniors
- Coming to run / lead activities, based upon your own areas of expertise and interest. (e.g. walking tours around Singapore, hobbies and crafts, learning journeys, talks)
- Coming to help out in our activities as a volunteer (e.g. to help set up chairs for chair zumba, help facilitate our outreach efforts, help with cooking and washing during communal dining activities)



PEACEHAVEN JADE CIRCLE

Jade Circle Acaademy seeks to address current gaps in Eldercare by equipping care professionals, caregivers and the community with the latest knowledge and skills in eldercare-related topics.

How We Help

✓ Professional Dementia Care Training

We provide dementia care training for health and social care professionals from foundation to advanced level.

✓ Caregiver Training

We provide a range of caregiver training courses for family caregivers and migrant domestic workers in topics such as basic eldercare and dementia.

THE ELDERLY



✓ It Takes a Village Caregiver Support Network

"It Takes a Village" is an initiative designed to empower individuals of all ages and backgrounds to step forward and take on caregiving roles in their communities — anchored by the belief that "Everybody is a Caregiver".

Our goals are to:

- Engage past, present, and future caregivers to build a nationwide caregiver support network.
- Equip informal caregivers and the wider community with practical caregiving skills, resources, and access to grassroots social support infrastructure.
- Empower persons living with dementia and their caregivers to remain supported and connected within the community.

Key Happenings & Activities

Care Carnival June 2025



Official Launch of "It Takes A Village" by President Tharman



MOH Healthcare Humanity Award dedication: Dr Katie Avery, Education Director, Awarded for work on the "It Takes A Village" initiative.

THE ELDERLY

Voices of Change

The Caregiving Welfare Association is excited to be partnering with Peacehaven to empower our caregivers to provide high-quality care in the community.

Our caregivers recently attended a talk on dementia-friendly communities which was informative and very well received by the participants. We look forward to more such opportunities in future.

In partnership with Peacehaven, we plan to host outreach events to educate informal caregivers in the community!

- Olivia Leong, Senior Community Nurse

Before their weekly volunteering sessions, our Grade 4 students were expertly introduced to dementia in an age-appropriate and engaging way.

This session was transformative, inspiring thoughtful, insightful questions that showcased our students' genuine interest. The knowledge gained has empowered them to engage meaningfully and confidently during their visits. Our students are developing a deep respect for elders and empathy for those with dementia, fostering their growth into compassionate advocates for seniors.

UWCSEA is deeply grateful for the partnership with Peacehaven, which enlightened our students on the importance of everyone playing their part as a caregiver.

- Mr Tom Rous, Head, Primary School Service & Sustainable Development

The dementia awareness talk was truly an eye-opener for our team. Many of us gained a deeper understanding of persons living with dementia and felt more confident engaging meaningfully with the residents.

The opportunity to spend time with them — seeing their smiles and sharing small conversations — was priceless. Our colleagues, including senior leadership, came away deeply appreciative of the dedication of the Peacehaven staff, nurses and caregivers.

Even a small investment of time from the community can bring a spark of joy to residents' lives — and it makes a meaningful difference not only to them and their families, but also to the care teams supporting them every day.

- Ms Tan Ghee Hwee, Lead Planner, Coherent

Our Impact

Total number of past, present and future caregivers engaged for It Takes A Village:

15,017

Total number of outreach experiences:

71

Total number of collaborations with social networks to educate on caregiving and dementia:

27

94% of participants in caregiver support groups reported improved knowledge on caregiving.

88% of participants in caregiver support groups felt socially supported and connected.

93% of participants in caregiver support groups reported improved wellbeing.

This year, It Takes A Village engaged more than 15,017 past, present and future caregivers across 71 outreach experiences. We have collaborated with 27 social networks to educate participants on caregiving roles and engaging persons living with dementia. These social networks include schools, faith-based groups and corporate organisations.

We have established caregiver support groups, providing caregivers the opportunity to benefit from a strong support network, where resources and knowledge are shared, thereby reducing the burden of caregiving, and improving the quality of life of both caregivers and care recipients. 94% of participants reported improved knowledge of caregiving, 88% felt more socially connected and 93% reported improved wellbeing.



Future Plans

The team plans to expand the It Takes A Village initiative nationwide by holding outreach events and establishing caregiver support groups across Singapore.



Stories of Hope

PEACEHAVEN NURSING HOME Rodney Cyril Hill, Resident at Peacehaven Nursing Home

“ I have been a resident at Peacehaven since 2016, when I was first diagnosed with mixed dementia, a condition where an individual has more than one type of dementia occurring at the same time. Prior to that, I lived with my two stepchildren and worked as a supervisor in a construction firm in the 1990s.

Living with dementia is challenging, as it can often bring emotional strain and moments of frustration. However, I do not want my diagnosis to define or limit me. Instead, I choose to focus on what I am still able to do and how I can continue contributing to the community.

To combat the challenges of memory loss, I make sure to keep to my routines. I also involve myself in activities such as matching games, sorting tasks and reminiscence activities, where I engage with staff and fellow residents. I work hard to be present and keep a positive attitude. One way in which I do this is to help with serving meals to fellow residents. I think it is important to help and contribute to the wellbeing of others. I also enjoy leading bingo sessions and encouraging fellow residents to take part and have fun. Sometimes we have karaoke sessions and my favourite song to sing is "Country Roads" by John Denver.

My condition has progressed over time, affecting my balance, coordination, and reaction time. This means I am unable to take part in as many activities as I used to. Now, I engage in other activities like colouring and chatting with residents. I believe being engaged with those around me and helping where I can has helped me cope with my diagnosis. The staff also take us out on a walking programme nearby once a week, and every Sunday I attend church at the Salvation Army chapel.

In my time at Peacehaven, I try to bring joy to others and show courage as I face my daily challenges. I want others to know that kindness, no matter how small, can make a powerful difference in someone's life.

Jingle A. Guyguyon, Senior Staff Nurse

“ Despite living with dementia, Mr Hill continues to demonstrate remarkable resilience, strength and a generous heart. His unwavering willingness to help, his joyful spirit and his courage in facing daily challenges have deeply inspired me.



Mr Wong Chung Boon, 62, Resident at Peacehaven Nursing Home

For over a decade, Mr Wong Chung Boon had difficulty feeding himself. At 62, he lives with a complex congenital brain malformation, epilepsy, and ataxia, a condition that affects his coordination and causes severe hand tremors. After his father and then his brother passed away, nursing staff at Peacehaven took over his daily care.

A quality of life assessment using the QUALIDEM 2.0 tool revealed the depth of his withdrawal: his positive self image score was 0 out of 9, indicating a poor self-image. The only activity which he enjoyed was colouring, done alone. Staff designed a personalised daily routine that helped him to reconnect with others; he attended a weekly church service he began to look forward to, and a volunteer befriender connected with him. Through the volunteer's visits, Mr Wong developed a meaningful relationship with someone from the community, giving him a renewed sense of connection beyond his daily care routine. He told staff it made him feel like he belonged to society again.

Then came a turning point when staff paired him with a resident, Mr A, initially just for practical support. The pairing grew into genuine friendship, with Mr A helping to feed him and massaging his hands during mealtimes.

Helping Mr Wong regain confidence was the next challenge. Early attempts at hand exercises and self-feeding were met with refusal, but staff kept encouraging him, telling him it was fine to make a mess. Gradually, he began trying and offering feedback on which foods were easiest to manage. Despite his tremors, he became more confident feeding himself. By April 2026, he was able to feed himself independently for the first time in ten years.

His quality-of-life scores reflected these changes: measures of positive affect nearly doubled, his self-worth score rose from 0 to 6 out of 9, and his social relationships score improved from 0 to 14 out of 18. At Peacehaven, personalised care means seeing past a diagnosis to the person underneath, recognising each person's strengths, and creating opportunities for them to rediscover their own capabilities.



FAMILY SUPPORT SERVICES

Family Support Services (FSS) is the community and welfare arm of The Salvation Army in Singapore. We provide a wide range of services that support families in need and undergoing crisis. At FSS, we believe the family nucleus is the cornerstone of community life and integral to our self-development as individuals; the promotion of family values is a vital part of our community outreach.

How We Help

✓ Casework Management

Qualified social workers are assigned to follow up on referral cases or walk-in cases. Casework and Counselling services are provided to these families or individuals who need help to cope with their various difficulties and emotional issues.

✓ Food Ration and Financial Assistance

One important feature of our financial assistance scheme is the Food Ration Assistance. Food parcels containing items that meet the basic needs of the clients are given. The clients have the option of collecting it from the centre or at the designated collection points each month. Door to door delivery is also available for home-bound clients. Cash Assistance is assessed on a case-by-case basis and given to needy clients.

✓ Elderly Support Group

EDIP is a weekly drop-in session at the centre for senior residents living in the vicinity to have an enriching time and interact with one another. Activities such as health talks, workshops and outings are planned all year round to enrich their lives. We have volunteers from ANZA that come in on an ad-hoc basis to participate in outings and activities with our seniors.



✓ Guardian Angel Project

The Guardian Angel Project provides beneficiaries with assistance in areas where they need help, such as incidental transportation for hospital appointments, running simple errands, and the painting, refurbishment and cleaning of their homes by volunteers.

✓ Senior Digital Support Group

Helping seniors navigate digital technology challenges, to keep them updated about the latest digital-related issues and to help them be more aware of the dangers related to digital media.

Key Happenings & Activities

Boy's Brigade Share a Gift (BBSG) Project

Boy's Brigade Share a Gift brings joy to beneficiaries during Christmas; apart from



donation of essential food items, the Boy's Brigade Specific Wishes also allows eligible beneficiaries to request an essential item for Christmas. Together with our volunteers, the FSS team goes door to door to deliver the gift items sent by BBSG. The donated food items are used in our weekly food ration packs.

National Day Event at Gardens by the Bay

FSS joined the National Day event held at GBTB. A few of the seniors were pre-selected to have dinner with our Singapore President.

Christmas Kettling with Volunteers

Christmas Kettling is an annual fundraising effort where our volunteers come together to help raise funds for the beneficiaries and programmes. We are very thankful to all the volunteers who have reached out to help us during this period.



Our Impact

♥ 212
active cases in FY2026
(100 FA cases, 112 Befriending)
♥ Financial Assistance Cases
(Food Ration / NTUC Voucher assistance)

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 FY2027, FSS plans to implement a transformative strategy to guide this new direction.



Future Plans

Family Support Services is committed to deepening the integration between our social services and the spiritual heartbeat of the Corps. We believe that a holistic approach to family well-being requires a seamless partnership between our professional support systems and our faith community, as such we will introduce structured quarterly devotions, each centred on a specific theme, to provide a consistent and meaningful anchor for our work. Furthermore, we are opening our Thursday devotions to the wider Corps, inviting members to join us in fellowship and prayer as we collectively support the families in our care.

Beyond our internal synergy, a key priority for the upcoming year is the revitalisation of our Volunteer Support Coordination, focused on implementing a robust system to properly capture and steward this pool of talent and passion.

Stories of Hope

FAMILY SUPPORT SERVICES Madam Wong, 78, Beneficiary at Family Support Services

At 78 years old, Mdm Wong tends to her husband daily - a devoted partner of many decades who is now battling stage 4 cancer. With her children occupied by work and unable to provide consistent support, the responsibility of caregiving falls entirely on her shoulders. The days can stretch long, and the silence at home can feel heavy.

“ FSS has a very warm and welcoming atmosphere. I enjoy coming here every week.

Yet once a week Mdm Wong visits The Salvation Army’s Family Support Services (FSS) for the Elderly in Difficult Situations Programme (EDIP) – and for a few precious hours, she is no longer alone.

The weekly EDIP sessions have become a vital lifeline for Mdm Wong. In the company of staff who listen with genuine care, and fellow seniors who understand the quiet struggles of ageing and loss, she finds something she did not know she needed before: connection. Conversations flow freely, laughter returns, and the burden she carries each day feels, if only briefly, a little lighter.

These moments of human warmth have done more than lift her spirits. They have strengthened her resilience; giving her the emotional reserves she needs to return home and continue caring for her husband with love and steadiness. The programme has not changed her circumstances, but it has changed how she faces them.



DESISTORS

Walking alongside individuals from incarceration to reintegration with structure, compassion, and an unwavering belief in the possibility of lasting change and building brighter futures.

At The Salvation Army Prison Support Services (PSS), we believe that no one is beyond restoration, and that every individual and their family deserves the opportunity to rebuild their future with dignity and purpose.

1 The post-release period is a fragile turning point.

Individuals with a history of drug-related offences often leave prison motivated to change, but face immediate barriers such as unstable housing, employment challenges, fractured relationships, stigma, and limited support. Without structured aftercare, this transition can quickly break down, increasing the risk of relapse and reoffending.

2 Incarceration affects families and children too.

The impact of incarceration extends beyond the individual. Families may experience uncertainty, stigma, and relational strain, while children can face emotional distress, disrupted attachment, and weakened family stability. Left unaddressed, these effects can shape long-term outcomes and perpetuate cycles of disadvantage.

Through structured aftercare, peer support, and community reintegration programmes, PSS walks alongside individuals and their families from the point of release — supporting their transition back into family life, employment, and the wider community.

PRISON SUPPORT SERVICES

Since 2022, PSS has supported over 1,200 individuals, providing holistic, recovery-focused care to incarcerated individuals and those re-entering society. Anchored in the belief that every person has the capacity for transformation, PSS equips individuals to rebuild stability, strengthen resilience, and sustain long-term reintegration through structured aftercare and community-based support.

Guided by its vision of “setting captives free, emptying prisons,” PSS goes beyond addressing offending behaviour to enable whole-person restoration.

Our end-to-end recovery pathway supports individuals from reintegration to long-term stability, with support evolving at each stage; from addressing immediate needs and building coping skills, to sustaining progress through community and accountability.

Programmes & Activities

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.



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.



Key Highlights

Get-Together Gala Dinner

PSS hosted a fundraising gala dinner on 16 May 2025, attended by 90 volunteers, supporters, and beneficiaries with the support of Grand Mercure Singapore Roxy. Graced by Guest-of-Honour Mr Seah Kian Peng, Speaker of Parliament, the event featured beneficiary Joseph sharing his recovery journey, and raised approximately \$60,000 for PSS programmes and services.



Launch of RISE Recovery Support Group

On 26 January 2026, PSS launched the RISE Recovery Support Group, a faith-neutral initiative designed to support recovering releasees through peer-led engagement and community-based recovery.

A key feature of the programme is its collaborative approach, connecting participants with a wider network of recovery groups and community partners to support sustained reintegration.

The launch event brought together over 50 attendees, including Singapore Prison Service (SPS) psychologists, counsellors, staff, volunteers, and befrienders.



Future Plans

In FY2026-27, PSS will strengthen its recovery pathway by deepening partnerships with Social Service Organisations (SSOs) to enhance referral pathways from the RISE Support Group to relevant community-based services, while further strengthening the peer support community.

PSS will also expand family-centric initiatives to better support families in the recovery journey.

Together, these efforts aim to promote sustained recovery, strengthen family relationships, support successful reintegration, and reduce the risk of reoffending.



Awards

- ★ SPS Journey Shield Token Award – 8 Aug 2025
 - This award is conferred to community partners that work closely with Singapore Prison Service (SPS) to support the rehabilitation and reintegration of inmates and ex-offenders.
- ★ Minister for Home Affairs Operational Excellence Award (MHA OE) – 29 Oct 2025
 - This award recognises teams for outstanding competency and operational excellence in major operations and cases.

Our Impact

♥ 1,200

individuals supported since 2022.

♥ 463

individuals supported through CREST (2025 YTD).

♥ 52

individuals engaged in sustained aftercare (ASP).

Stories of Hope

PRISON SUPPORT SERVICES

Azan, 45, Beneficiary of Prison Support Services

For 45-year-old Azan, the walls of a prison cell had become more familiar than home. Ten prison sentences, driven by a relentless cycle of addiction, cost him more than his freedom – they distanced him from the family he cherished.

True change starts with a “why”. For Azan, it was his daughters. He knew that if he did not break the cycle, he risked becoming a stranger in their lives. But desire alone could not undo decades of trauma and habit. He needed a bridge.

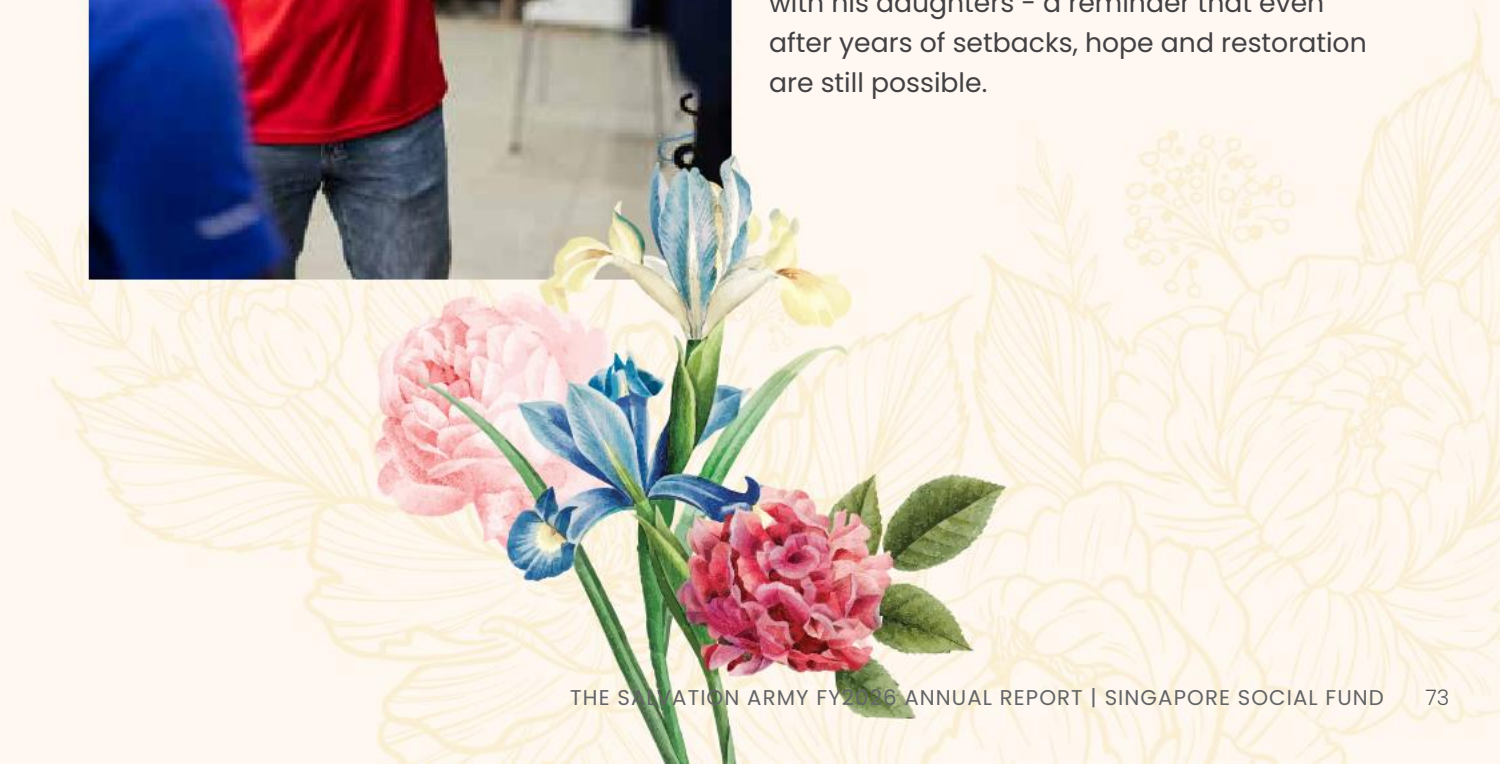
“ I used to be defined by my past. Today, thanks to the support I received, I am defined by my future and my role as a father.



At The Salvation Army Prison Support Services (PSS), Azan found more than a programme – he found a community. Through intensive support groups, he met people who understood his struggles without judgment and gained the structure needed to rebuild his life. PSS walked alongside him as he sought employment and began the difficult work of restoring his family’s trust.

Today, Azan volunteers with PSS, using his own journey to encourage others on the path to recovery.

Most importantly, he is rebuilding his bond with his daughters – a reminder that even after years of setbacks, hope and restoration are still possible.



MIGRANT WORKERS

Standing with our migrant brothers and sisters through injury, uncertainty, and isolation – because no one should face their hardest days alone.

At The Salvation Army, we believe in the inherent dignity of every person who comes to Singapore in search of a better life. Through Sojourn and Carehaven, we walk alongside migrant workers and foreign domestic workers during some of the most difficult seasons of their lives – offering practical care, community, and a safe space to heal, rest, and rebuild.

- 1 Migrant workers contribute enormously to Singapore's infrastructure and daily life.** Yet when workplace injuries, employment disputes, or acts of exploitation occur, they can find themselves suddenly without income, housing, or support, navigating unfamiliar legal and bureaucratic processes far from home, in a language that is not their own. Work injury claims can stretch on for months, and workers left without employer support often face financial hardship, physical deterioration, and deep loneliness during this prolonged period of uncertainty.
- 2 Foreign domestic workers facing abuse, exploitation, or disputes are among the most vulnerable in our community.** With limited recourse and no immediate safety net, they can enter a period of acute crisis – experiencing not only material hardship but significant emotional and psychological distress, with few people to turn to in a country far from family and familiar community.

SOJOURN

A recurring and pressing challenge faced by many of our migrant brothers is the prolonged period of uncertainty that follows a workplace injury or job loss. Work injury claims can take months to resolve, and workers abandoned by errant employers often find themselves without income and without support. As the waiting stretches on, untreated injuries may worsen, finances run dry, and the weight of loneliness and helplessness can become overwhelming.

Since 2018, The Salvation Army Sojourn has stood alongside migrant workers navigating some of the most challenging seasons of their lives. Through our Sojourn Care Centres and regular outreach visits to 31 dormitories, we reach over 10,000 migrant workers each year; providing medical care, mental health support, and practical assistance to those in need.

Sojourn walks alongside workers through this period of transition, ensuring that no one has to navigate it alone.



How We Help

✓ Skills & Development

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



✓ Food Distribution

Meals are provided in the form of food coupons to migrant workers who are in need of nutritious meals.

✓ Counselling

Emotional support and counselling help migrant workers overcome isolation and depression, especially when they've been abandoned by their employers in Singapore, or are going through difficulties at work or at home many miles away.



✓ Recreational Activities

Various events and activities are organised to bring the migrant and local communities closer together. These activities also help knit the migrant worker community closer together, forming a support network where everyone feels safe and cared for.

✓ 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.



Key Happenings & Activities

We create more opportunities for migrant workers and local communities to connect — helping workers feel seen, supported and valued.

Together with over 30 partner organisations, we organised more than 60 events reaching 6,000 workers. Activities ranged from mural painting and student learning journeys to training courses, CSR initiatives, cultural exchanges and sports fellowship events.

Many of these activities are held within dormitories, giving Singaporeans the opportunity to better understand migrant workers’ lived environments while fostering greater empathy, interaction and mutual understanding.

Musculoskeletal (MSK) Injury Prevention Workshops & Outreach

Since launching in Sep 2025, in partnership with MOM, 1,877 workers across 17 dormitories have participated in 22 MSK Injury Prevention workshops.

More than 95% of surveyed participants reported improved understanding, confidence and/or ability to apply MSK prevention techniques at work.

We aim to reach 7,000 workers across 30 dormitories by June 2027.



Sojourn Care Centre at Flanders Square and Soon Lee

In July 2025, we officially opened our Sojourn Care Centre at Flanders Square, reinforcing our presence near Little India — a key gathering point where many migrant workers shop and meet friends.

In February 2026, we expanded our reach with a second Sojourn Care Centre at Soon Lee, located within the MWC Recreation Centre and close to approximately 25,000 migrant workers living in the surrounding area.

By bringing essential services closer to workers, we help remove cost and distance as barriers to care. Migrant workers in Jurong West can now access physiotherapy, Traditional Chinese Medicine (TCM) and mental health counselling more conveniently.

Mental Health Initiatives



To strengthen mental health support, we partner with James Cook University (JCU), whose Master of Counselling students provide counselling to our workers as part of their practicum.

Since September 2025, 60 workers have received 120 counselling sessions, with 48% returning for further support — underscoring the value and ongoing need for accessible mental health services.

Building on this strong uptake, the initiative will be expanded to Sojourn Care Centre (Soon Lee), with plans to extend it to more dormitories thereafter.

Our Impact

♥ **10,000**
migrant workers served each year across 31 dormitories

♥ **555**
rehabilitation consultations delivered, supporting 117 workers.

♥ **4,453**
food coupons distributed to injured/displaced workers, supporting access to nutritious meals

♥ **\$10,000**
in financial assistance provided to injured migrant workers, supporting their return home.

♥ **95%**
reported greater understanding and confidence in MSK injury prevention after workshops conducted by Sojourn (From 1,877 responses across 22 workshops)

Future Plans

As we deepen our work with injured and displaced migrant workers, two priorities will guide our expansion in FY26/27:

1. Strengthening Integration & Ecosystem

We will strengthen collaboration across the migrant worker ecosystem — working closely with MWC, CDE, NGOs, churches and dormitory partners to expand access and improve service navigation.

With MWC and CDE, we will reach more migrant workers in the west and offer more language courses for migrant domestic workers. Through stronger partnerships, we aim to enable earlier intervention and smoother service delivery.

2. Needs-Led Service Expansion

Following a needs assessment at MWCRC@ Soon Lee, we will tailor our services to the specific needs of workers in the area, bringing counselling, courses, TCM and physiotherapy rehabilitation closer to them.

This targeted approach will enable us to better address both physical and mental health needs in the community.



CAREHAVEN

Foreign domestic workers in Singapore who experience abuse, exploitation, or employment disputes often face a sudden loss of income, housing, and support. Many enter complex investigations or legal processes, leaving them in prolonged uncertainty with nowhere safe to go and limited means to support themselves. This period is often marked by heightened mental distress and vulnerability.

Carehaven addresses this critical gap. A partnership between the Centre for Domestic Employees (CDE) and The Salvation Army, this female-only residential shelter provides immediate refuge and structured support for women in crisis. Since April 2019, Carehaven has supported an average of 80 women daily, serving 767 residents from six nationalities in FY2025.

While most residents stay between three to six months — aligned with typical case timelines — Carehaven's support goes beyond shelter. It provides a stable environment for trauma recovery, access to counselling and mediation, and guidance to navigate complex processes. Holistic programmes, including skills training, language classes, and enrichment activities, keep residents meaningfully engaged during what can otherwise be a prolonged and disempowering wait.

How We Help

- ✓ **Skill Development & Empowerment**
Carehaven equips residents with practical and future-ready skills to strengthen confidence and employability. Workshops in sewing, cooking, and crafts are complemented by digital literacy classes (e.g. Word and Excel) and anti-scam awareness sessions by the Singapore Police Force.



- ✓ **Workforce Readiness & Training**
Industry-relevant training such as fire safety by SCDF, first aid and CPR certification, conversational English and Mandarin classes, and dementia caregiving training in partnership with The Salvation Army Peacehaven — prepares residents for safe and sustainable employment.



- ✓ **Health & Wellness Education**
Recognising the high levels of stress residents face, Carehaven provides consistent health and wellness support. In FY2025, residents participated in over 50 mental health and resilience sessions, alongside health education initiatives such as breast cancer awareness talks in partnership with the Breast Cancer Foundation — supporting both emotional recovery and physical well-being.





- ✓ **Cultural Inclusion & Community Life**
Carehaven fosters belonging by celebrating the diverse backgrounds of its residents. Festive occasions — including Lunar New Year, Hari Raya, Deepavali, and Christmas — create shared moments of joy and connection. Guided outings to local landmarks, such as Gardens by the Bay, offer respite and help residents re-engage with life beyond their immediate challenges.



- ✓ **Safe Migration & Repatriation**
When residents are ready to return home, Carehaven works closely with CDE and The Salvation Army's overseas network to ensure a safe and dignified reintegration journey.

Our Impact

- ♥ Sheltered and supported
80
women daily (on average)
- ♥ **767**
total residents across six
different nationalities. (Reach)
- ♥ Average stay of
3 – 6
months during active
investigations.

Future Plans

For many, Carehaven is their only place of sanctuary during a crisis. We intend to continue addressing both immediate needs and longer-term recovery – restoring dignity and strengthening their resilience while enabling vulnerable migrant workers to make informed decisions about their future.

Apart from providing refuge, we aim to transform a period of uncertainty into one of recovery and renewed agency – leaving them with life-long skills so that every woman can move forward with confidence and autonomy over her next chapter.

Stories of Hope

CAREHAVEN Natasha*, Beneficiary at Carehaven

When Natasha* arrived at Carehaven, she was recovering from more than just a legal dispute – she had lost her hand and forearm in a tragic work accident. While being illegally deployed to assist in her employer's commercial kitchen, a lack of safety standards led to the catastrophic accident.

Natasha was transferred to Carehaven while awaiting her court case and was left to face a daunting new reality: the loss of both her physical ability and livelihood. Despite this, she found solace engaging in the daily activities at the shelter – programmes that promote mental wellness and future employability for vulnerable migrant workers. She joined weekly baking classes, spending her days in the kitchen mastering techniques and trying new recipes. In the quiet of the shelter, what began as a way to pass time grew into a professional passion.

A year later, Natasha returned to her hometown, Indonesia, where she is now a full-time baker and entrepreneur. Her baking business has been so successful that she expanded to an online shop.

At Carehaven, we support many women who have faced abuse or workplace neglect. Our residential home is designed to do more than provide a bed; it offers the tools for healing and the practical skills needed to rebuild a life.

**Name has been changed to safeguard the beneficiary.*

SOJOURN Liu Aijun, Beneficiary at Sojourn

A native of Shandong, China, Aijun spent over 17 years in Singapore as a store-man and delivery assistant — until a workplace injury while delivering goods brought everything to a halt. For a migrant worker, an injury means more than physical pain. It brings vulnerability, uncertainty, and the weight of being far from family and home.

Thankfully, Aijun found Sojourn. Through our support, he accessed the rehabilitation resources he needed and found emotional grounding to get through a difficult period far from his province and kin.

“Being part of Sojourn has given me support and friendship, and I'm really grateful for their care and help.”



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

The Salvation Army is dedicated to meeting the needs of the poor and marginalised in the community without discrimination. For 91 years, we have been touching hearts, inspiring minds and nurturing souls, making a life-long impact in countless lives all over Singapore. Through our social programmes, we look to provide compassion, care, comfort, and support to those in need, regardless of age, race or religion. On a daily basis, we transform the lives of around 2,000 beneficiaries through a wide range of social centres and programmes.

By volunteering or supporting our work, you become part of a compassionate community that uplifts lives and creates lasting impact in the lives of the needy.



To browse volunteer opportunities at The Salvation Army, Please scan the QR code, or visit: www.givvly.com/tsa/volunteer_register

For CSR opportunities, please write to volunteers@smt.salvationarmy.org

Our Defining Moments 2026

On 31 March 2026, The Salvation Army gathered to celebrate the hearts behind our mission, honouring the volunteers who make our work possible and welcoming new faces eager to be part of something meaningful. Held at The Star Performing Arts Centre, Our Defining Moments 2026 was an evening of joy, reflection, and shared purpose.

The event brought together long-serving volunteers, many of whom were recognised for their dedicated years of service, alongside members of the public curious about how they might contribute to the least, the last and the lost. Through sharing segments by our social service centres, guests discovered the breadth of volunteer opportunities available across our programmes, and were invited to play a part in supporting the lives that need it most.

The evening was rounded off by heartfelt performances by our volunteers - a fitting tribute to the spirit of generosity and community that defines The Salvation Army's journey. We are grateful to every individual who has walked alongside us in serving the vulnerable, and we look forward to continuing this journey together.

Follow us on socials to keep up-to-date with our latest events and volunteer opportunities.

The Salvation Army Singapore @thesalvationarmysg

The Salvation Army Singapore is established under the Statutes of Singapore and is recognised by the Commissioner of Charities. We are an Institution of a Public Character, and our IPC number is 000549.



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

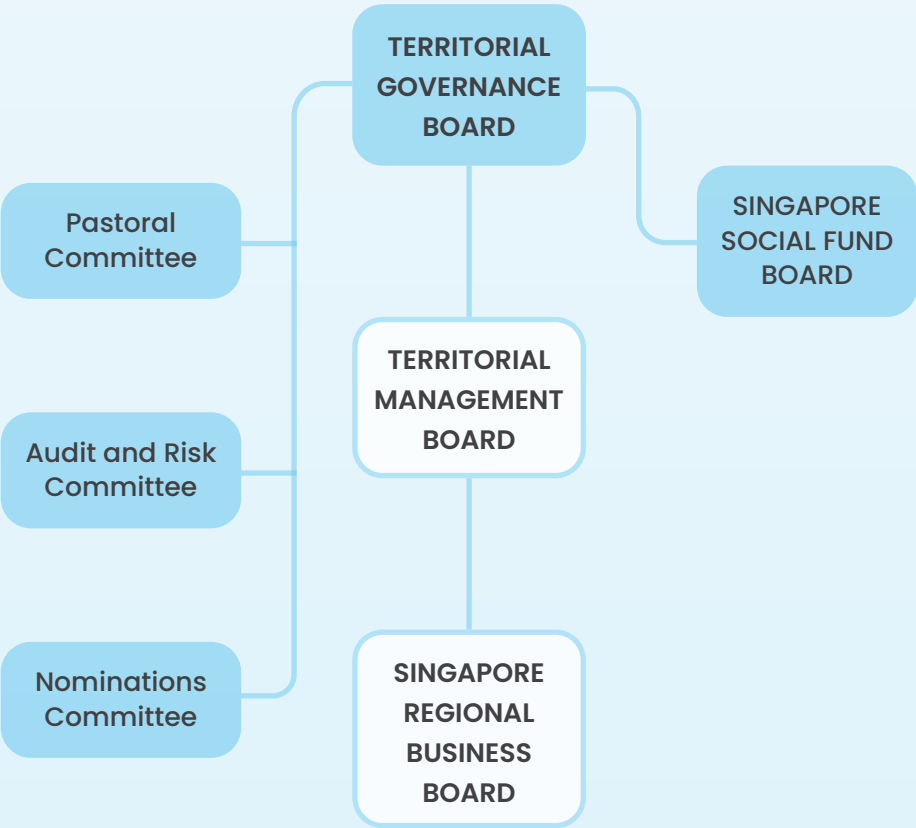
REGISTERED ADDRESS
20 Bishan Street 22,
Singapore 579768

LAWYERS
Donaldson & Burkinshaw

BANKERS
DBS Bank Ltd

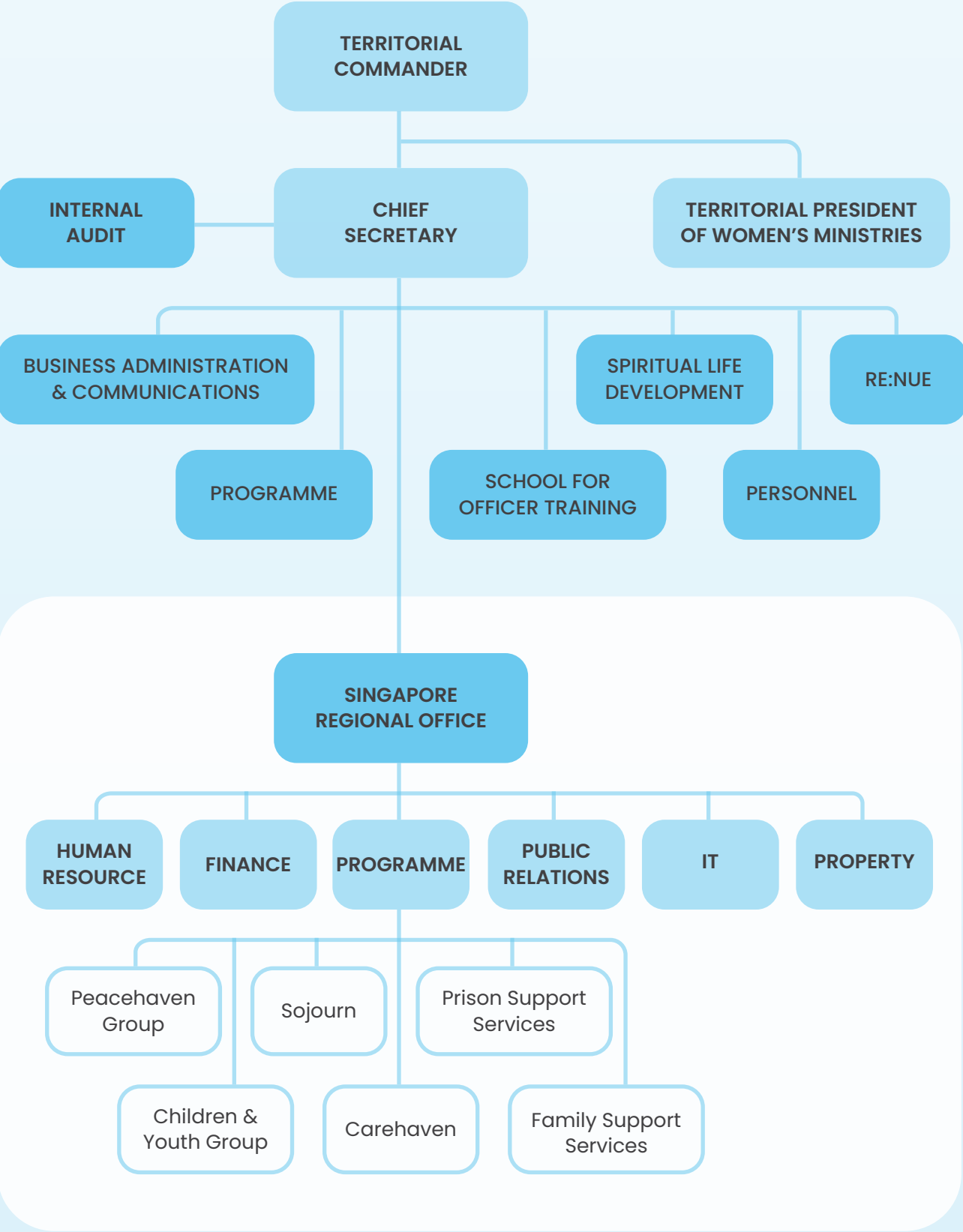
AUDITORS
Foo Kon Tan LLP

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.*

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
- Performance measurement
- Policy approval and compliance
- Risk management
- Accountability

TERRITORIAL GOVERNANCE BOARD MEMBERS:

NAME	APPOINTMENT ON TGB	APPOINTMENT DATE	MEETINGS ATTENDED IN FY 2026 (1 Apr 2025 – 31 Mar 2026)	DESIGNATION
Colonel Hary Haran*	Chairman	1 Nov 2022	2/5	Territorial Commander, The Salvation Army
Colonel Richard Borrett	Chairman	1 Aug 2025	3/5	Territorial Commander, The Salvation Army
Colonel Ann Borrett	Member	1 Aug 2025	3/5	Territorial President for Women's Ministries
Lieut-Colonel Nigel Cross	Member	1 Jan 2024	3/5	Chief Secretary, The Salvation Army
Lieut-Colonel Stacy Cross	Member	1 Jan 2024	4/5	Territorial Secretary for Women's Ministries, The Salvation Army
Major David Erickson*	Member	19 Jul 2023	1/5	Secretary for Business Administration, The Salvation Army
Major Susie Erickson*	Member	19 Jul 2023	1/5	Secretary for Programme & Territorial War Cry Editor, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	4/5	Secretary for Personnel, The Salvation Army
Mr Lui Lee Leng	Member	1 Aug 2024	4/5	Associate Director, Quality Eagle Services Asia
Ms Jasinta Lim*	Member	3 Jan 2022	5/5	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)
Mr Terence Tan	Member	3 Jan 2022	2/5	Research Management, National University of Singapore
Mr Johnson Wong*	Member	25 Jan 2023	3/5	Chartered Accountant (Singapore), FCCA
Mr William Phua*	Member	3 Jan 2022	1/5	Territorial Director of Audit and Risk Management, The Salvation Army

Colonel Hary Haran concluded his tenure as Member of the Board on 31 July 2025.
Mr William Phua concluded his tenure as Member of the Board on 31 July 2025.
Major David Erickson and Major Susie Erickson concluded their tenure as Members of the Board on 31 July 2025.
Mr Johnson Wong concluded his tenure as Member of the Board on 31 May 2026.
Ms Jasinta Lim concluded her tenure as Member of the Board on 31 May 2026.

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 2026 (1 Apr 2025 – 31 Mar 2026)	DESIGNATION
Mr Lee Chee Yong	Chairman	30 May 2019	4/4	Managing Director, Film Screen Pte Ltd
Ms Pearly Kwok	Treasurer	29 Mar 2023	4/4	Territorial Director of Finance, The Salvation Army
Colonel Richard Borrett	Member	1 Aug 2025	3/3	Territorial Commander, The Salvation Army
Colonel Hary Haran*	Member	1 May 2020	0/1	Territorial Commander, The Salvation Army
Lieutenant Colonel Nigel Cross	Member	1 Jan 2024	4/4	Chief Secretary, The Salvation Army
Mr Geh Si Yuan	Member	30 May 2019	3/4	Director, Eatons Interiors Pte Ltd
Mr Troy Lim	Member	2 May 2025	3/4	Group Creative Director, Ogilvy Singapore
Mr Stephen Lim	Member	1 Sep 2024	3/4	Principal 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	Retired lawyer
Ms Ang Sok Leng	Member	27 Sep 2023	4/4	Business Transformation Director, Barclays Private Bank

Colonel Hary Haran concluded his tenure as Member of the Board on 31 July 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 424 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 FY 2026.

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

There were no claims by the key management personnel for services provided to the Fund, either by reimbursements or providing the key management with an allowance or by direct payment to a third party during the current and previous financial years.

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	Corps Officer, The Salvation Army
Koh Guek Eng*	Member	11 Sep 2019	Territorial Director of Audit & Risk Management, 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
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 Khée Chim	Member	13 Oct 2021	Territorial Director of Property, The Salvation Army
Captain Anthony Yong	Member	2 Jul 2025	Secretary for Communications, The Salvation Army
Major Tan Guat Hai	Member	2 Jul 2025	Territorial Youth & Children Secretary, The Salvation Army

Major David Erickson and Major Susie Erickson concluded their tenure as Members of the Board on 23 April 2026.
Major Francis Ng concluded his tenure as Member of the Board on 28 May 2025.
Ms Koh Guek Eng concluded her tenure as Member of the Board on 30 July 2025.
Ms Pearly Kwok concluded her tenure as Member of the Board on 10 May 2026.
Ms Fiona Soh concluded her tenure as Member of the Board on 2 April 2026.

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 2025	Chartered Accountant (Singapore), FCCA
Lieut-Colonel Nigel Cross	Executive Member	3 Jan 2025	Chief Secretary, The Salvation Army
Mr Chan Wah Tiong	Non-Executive Chairman	31 May 2026	Retiree
Mr Philip Ting	Non-Executive Member	3 Jan 2025	Former Executive Director and CEO, Hong Leong Asia Ltd.
Mr Roger Loo*	Non-Executive Member	3 Jan 2025	Executive Director, Management Consulting, BDO LLP Singapore
Mr Ernest Lee	Non-Executive Member	1 Jul 2026	Retiree
Mr William Phua*	Minute Secretary	3 Jan 2025	Territorial Director of Audit & Risk Management, The Salvation Army
Ms Koh Guek Eng	Minute Secretary	1 Aug 2025	Territorial Director of Audit & Risk Management, The Salvation Army

Mr Johnson Wong concluded his tenure as Non-Executive Chairman of the Board on 31 May 2026.
Mr Roger Loo concluded his tenure as Member of the Board on 13 August 2025.
Mr William Phua concluded his tenure as Member of the Board on 31 July 2025.

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
Colonel Richard Borrett	Chairman	1 Aug 2025	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 Jasinta Lim*	Non-Executive Member	3 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

Colonel Hary Haran concluded his tenure as Member of the Board on 31 July 2025.
Major David Erickson concluded his tenure as Member of the Board on 27 April 2026.
Ms Jasinta Lim concluded her tenure as Member of the Board on 31 May 2026.

PASTORAL COMMITTEE

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

PASTORAL COMMITTEE MEMBERS (1 Apr 2025 – 31 Mar 2026):

NAME	APPOINTMENT DATE	DESIGNATION
Colonel Richard Borrett	1 Aug 2025	Territorial Commander
Colonel Ann Borrett	1 Aug 2025	Territorial President for Women’s Ministries
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 Grant Sandercock-Brown	1 Aug 2025	Territorial Training Principal
Major Tan Guat Hai	1 Jul 2020	Territorial Youth & Children Secretary
Major Lalbiakdika	17 Jun 2024	Regional Officer (Myanmar)
Captain Anthony Yong	1 Jun 2024	Secretary for Communication
Captain Tan Bee Yit	1 Aug 2025	Regional Officer (Singapore)
Captain Fiona Loh*	1 Aug 2024	Regional Director of Women’s Ministries
Captain Lalrindiki*	1 Mar 2025	Integrative Training Officer
Captain Pendent Thanga	1 Aug 2025	Regional Coordinator (Thailand)
Ms Rachel Lim	1 Aug 2024	Board/Committee Member
Mr Low Kar Leong*	1 Aug 2024	Senior Manager, CYG, Youth Development Centre

Colonel Hary Haran concluded his tenure as Member of the Board on 31 July 2025.
Major David Erickson and Major Susie Erickson concluded their tenure as Members of the Board on 27 April 2026.
Captain Fiona Loh concluded her tenure as Member of the Board on 5 March 2026.
Captain Lalrindiki concluded her tenure as Member of the Board on 3 April 2025.
Mr Low Kar Leong concluded his tenure as Member of the Board on 3 April 2026.

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	APPOINTMENT DATE	DESIGNATION
Captain Tan Bee Yit	Chairman	7 May 2024	Regional Officer
Captain Tan Bee Geok	Member	5 Jun 2025	Regional Director of Women’s Ministries
Lieut. Christina Wong	Member	5 Jun 2025	Regional Programme Officer
Dr Ho Yin Fong	Member	17 Mar 2025	Director, Social and Community Services
Ms Veronica Njo*	Member	1 Oct 2024	Head, Finance Department
Mr Marc Lee	Member	1 Apr 2025	Head, Public Relations 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 Eileen Sim	Member	2 Dec 2025	Head, Finance

Captain Anthony Yong concluded his tenure as Member of the Board on 3 June 2025.
Major Lee Wai Chun concluded her tenure as Member of the Board on 2 June 2025.
Ms Veronica Njo concluded her tenure as Member of the Board on 24 September 2025.

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 2026) \$’000	Previous Year (as at 31 March 2025) \$’000
Unrestricted and Designated Funds	15,533	11,742
Restricted Funds	6,595	4,644
Total Funds	22,128	16,386
Annual Operating Expenditure	32,747	32,485
No. of Years Reserves Coverage of Annual Operating Expenditure	0.5	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 tools and tests for TSA to gain access to a wider talent pool and to better evaluate and assess applicants who 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. Flexi-work policies were enhanced in response to the pandemic and rolled out to balance individual needs and operational demands. Flexible work arrangements are 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

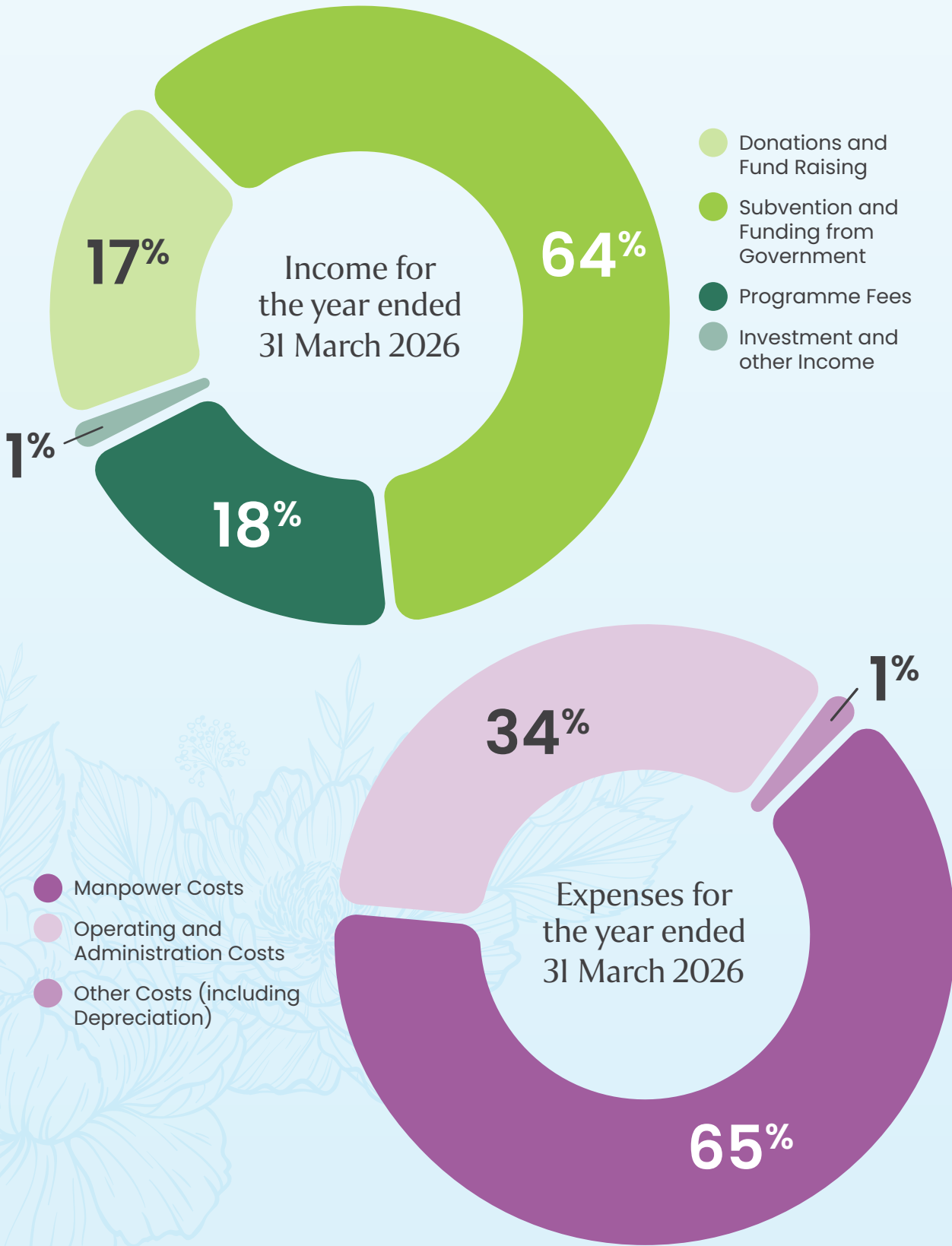
The Salvation Army is committed to maintaining a high standard of moral and ethical conduct; and complies with accounting, financial reporting, internal controls, corporate governance, auditing requirements and any relevant legislation. In line with this commitment and our belief in open communication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



FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

STATEMENT OF FINANCIAL POSITION	2026 (S\$'000)	2025 (S\$'000)
Non Current Assets	1,621	1,073
Current Assets	24,168	18,494
Total Assets	25,789	19,567
Current Liabilities	3,661	3,181
Total Liabilities	3,661	3,181
NET TOTAL ASSETS	22,128	16,386
ACCUMULATED FUNDS	22,128	16,386

STATEMENT OF FINANCIAL ACTIVITIES	2026 (S\$'000)	2025 (S\$'000)
Income		
Donations and Fund Raising	8,594	8,692
Subvention and Funding from Government	31,951	24,819
Programme Fees	8,953	7,723
Investment and other Income	472	450
	49,970	41,684
Expenses		
Manpower Costs	28,849	27,924
Operating and Administration Costs	14,981	13,044
Other Costs (including Depreciation)	398	465
	44,228	41,433
Surplus	5,742	251

STATEMENT OF CHANGES IN ACCUMULATED FUND	2026 (S\$'000)	2025 (S\$'000)
Balance as at 1 April	16,386	16,135
Surplus	5,742	251
Balance as at 31 March	22,128	16,386

STATEMENT OF CASH FLOWS	2026 (S\$'000)	2025 (S\$'000)
Net cash effect of operating activities	5,694	(383)
Net cash effect of investing activities	(823)	(83)
Net change in cash and cash equivalents	4,871	(466)
Cash and cash equivalents as at 1 April	14,465	14,931
Cash and cash equivalents as at 31 March	19,336	14,465

The full set of audited financial statements is available at www.salvationarmy.org.sg to save on printing costs as well as care for the environment.

EVALUATION CHECKLIST

FOR THE PERIOD APRIL 2025 TO MARCH 2026

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. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Complied
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	Complied
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	2.3	Complied
	* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.4	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.		
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for renomination 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 to 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 reappointed, 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 reappointed, 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 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
Principle 3: The charity acts responsibly, fairly and with integrity.			
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
Principle 4: The charity is well-managed and plans for the future.			
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

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FOR THE PERIOD APRIL 2026 – MARCH 2027

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