



COMMUNITY IN ACTION

Yong-en Annual Report 2025

TABLE OF CONTENTS

04

Our Mission,
Vision, Values

06

President's
Message

08

Our Trailblazers

12

Throwback 2025

18

Our 2025 Impact

22

Ageing with
Grace

28

Standing by
Families

32

Uplifting Children
& Youth

36

Our Champions

38

Our Community

42

Our Dedicated
Volunteers and
Community Partners

46

Our Future Plans

50

Corporate
Governance



OUR VISION

Improving Lives, Impacting Communities

OUR MISSION

To demonstrate God's love through person-centred care services to support the needs of the elderly, disadvantaged individuals and families in Chinatown and beyond.

VALUES

- G God's Love:** Expressing God's love through humility, care, compassion.
- R Respect:** Showing respect for everyone regardless of gender, race, language, nationality, or religion in all circumstances.
- A Affirmation:** Building resilience by supporting and encouraging individuals in their life journey.
- C Commitment:** Being faithful and reliable in upholding the Vision and Mission of Yong-en Care Centre.
- E Excellence:** Serving one another with diligence, innovation and professionalism.

Yong-en Care Centre was registered as a society on 4 September 1996, and as a charity under the Charities Act (Chapter 37) since 21 October 1997.

A member of NCSS.
UEN: S96SS0165G
IPC status: 1 July 2024 to 30 June 2027.
 Registered Address: 335A Smith Street #03-57 Singapore 051335
Bank: The Development Bank of Singapore Limited
Auditor: Tan & Teh Public Accountants of Singapore



PRESIDENT'S MESSAGE

“On behalf of the Board, thank you for journeying with us in this mission. Together, we will continue to nurture lives and build a stronger, more compassionate community.”

Loh Yew Chiong
President, Yong-en Care Centre



As Singapore commemorated SG60 in 2025, it was a meaningful moment for us as a nation to pause and reflect on the values that have shaped our journey — resilience, community, and a deep care for one another. These same values lie at the heart of Yong-en Care Centre's mission. They guide our work each day as we serve and uplift individuals and families across generations. As the President, I am filled with gratitude as I reflect on the continued journey of Yong-en and the lives we are privileged to walk alongside.

The past year has been one of purposeful progress. We have strengthened partnerships, deepened our commitment to those we serve, and taken important steps forward as an organisation. A key focus for Yong-en this year has been the integration of our services. By strengthening collaboration across departments and aligning our resources and expertise more closely, we are better able to provide holistic and coordinated support. This integrated approach allows us to respond more effectively to the interconnected needs of individuals and families, supporting not just immediate concerns but overall well-being.

Yong-en kicked off 2025 with a major milestone by joining NVPC's prestigious “State of Play” initiative, supercharging our drive to innovate and maximise our social impact!

Throughout the year, our dedicated team passionately championed safe, empowering havens where children, youths, and seniors could truly thrive and stay deeply connected to the community. We kept the momentum going in the third quarter with the thrilling launch of ENLIVEN, a transformative cognitive intervention program that empowers seniors with dementia to live with renewed dignity, purpose, and joy!

These achievements are only possible because of the people who stand with Yong-en. I would like to express my heartfelt appreciation to our dedicated staff, whose compassion and professionalism anchor our work; to our volunteers, who give generously of their time and talents; to our donors and partners, whose trust and support enable us to extend our reach; and to my fellow Board members, who serve with commitment and care. Each of you plays an essential role in sustaining and growing our impact within the community.

Looking ahead to Yong-en's 30th year of service in 2026, we remain committed to strengthening our integrated approach and to continually innovating how we serve. With God's guidance and the continued partnership of our community, we are confident that Yong-en will remain a place of care, hope, and opportunity for many years to come.

EXECUTIVE DIRECTOR'S MESSAGE

“Much of our work is often described through statistics — ageing populations, rising care needs, families under pressure. Yet behind every statistic lies a human story.”

Lee Siew Teck, Tim
Executive Director, Yong-en Care Centre



The realities of ageing, loneliness, caregiving, and vulnerability are deeply personal: the elderly who fear losing independence, the caregiver carrying quiet burdens, and the youth searching for direction. These are the lives that shape the work of Yong-en Care Centre and inspire us each day to improve lives and impact communities.

In 2025, we strengthened our continuum of support for seniors. Ageing is not a single moment of need but a journey, and our programmes seek to walk alongside seniors at different stages of that journey. Through Yong-en Active Hub (YEAH!), seniors remain physically active, socially connected, and mentally engaged. Membership grew by more than 30% this year, reflecting the strong desire among seniors to stay active and connected within their community.

At the preventive end of the ageing continuum, participation in the Gym Tonic programme at Bukit Merah and Chinatown Point increased significantly as operating hours expanded, enabling more seniors to build strength, balance, and confidence. We also introduced BIXEPS, a technology-based programme supporting muscle rebuilding and strengthening. These initiatives help seniors maintain independence and quality of life for as long as possible.

We also strengthened support for persons living with dementia and their families. Yong-en was one of three agencies appointed by MOH-AIC to launch the Cognitive Intervention Programme

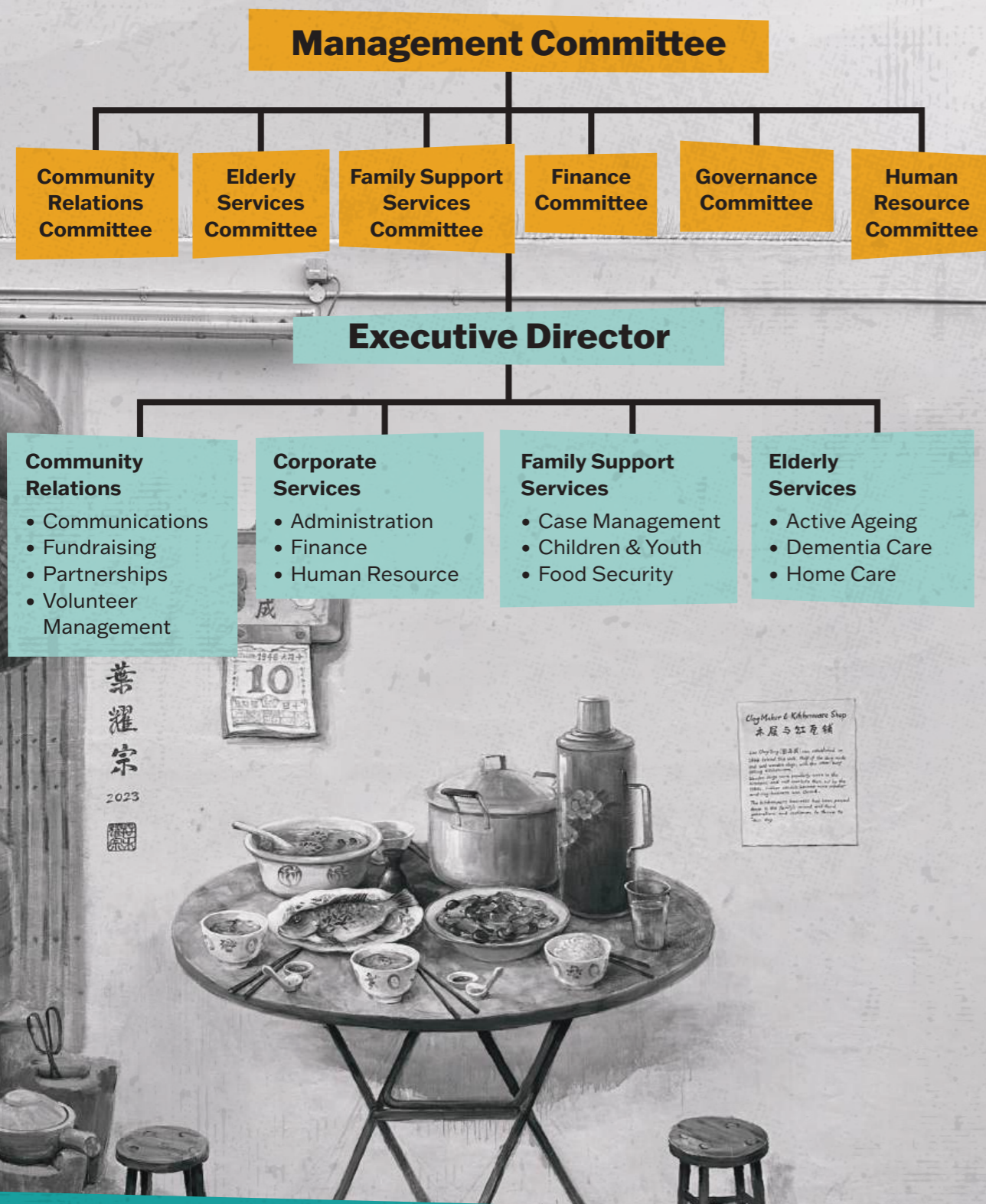
(CIP) in 2025, which we named ENLIVEN, offering structured cognitive and social activities for persons with mild to moderate dementia. Our Dementia Day Care Centre provides a safe and engaging environment while caregivers receive much-needed respite, and our Home Care services expanded to enable more seniors to age in place with professional support.

Beyond eldercare, Yong-en remains deeply committed to supporting children and youths in the Jalan Kukoh community. In 2025, we began re-imagining Kukoh+, our children and youth development initiative focused on providing safe spaces, mentorship, building resilience, and helping young people discover their strengths and future pathways. From tuition sessions to football training with the Kukoh Elites club, we see courage and growth every day as children step into possibilities once out of reach.

2025 was also a year of strengthening Yong-en's organisational foundations through a comprehensive Enterprise Risk Management review to enhance governance and organisational resilience.

Ultimately, the heart of Yong-en's work is shaped by the needs of the community. Pain still cries out for comfort. The lonely still long for companionship. The weary still hope for a steady hand to walk beside them. Each day, Yong-en seeks to respond to these needs — bringing care, dignity, and hope to every life entrusted to us.

ORGANISATION CHART



MANAGEMENT COMMITTEE

30 Apr 2025 – 31 Dec 2025

Mr Loh Yew Chiong
President

Mr Lum Tuck Cheung, Elvin
Vice-President
Chair, Human Resource

Mr Che Ko Ho, Lawrence
Vice-President
Chair, Community Relations

Ms Margaret Ngoi Ming Kin
Secretary
Chair, Governance

Ms Pang Po Ying Pearl
Treasurer
Chair, Finance

Dr Wee Shiou Liang
Member
Chair, Elderly Services

Ms Teo Hui Ling
Member

Dr Kang Lu-ming Trivina
Member

Dr Shirley Ooi Beng Suat
Member

Mr Tan Jen Wei, Christopher
Member

Rev Dr Bernard Chao
Ex-officio

Mr Zhou You Chuan Mark
Ex-officio

Mr Chan Chee Chew Benjamin
Advisor

Dr Cheah-Foo Fung Fong
Advisor

Mr Tan Guan Seng
Advisor

MANAGEMENT TEAM

Lee Siew Teck, Tim (Executive Director)

**Chan Hong Kiat
Head of Operations**

**Candice Shiu
Finance Manager**

**Ivy Chan
Manager,
Human Resource &
Administration**

**Gracie Ngoi
Senior Manager,
Community Relations**

**Gerald Tan
Manager,
Active Ageing**

**Jacqueline Teo
Senior Manager,
Elderly Services**

**Felix Leo
Manager, Family
Support Services**

**Haley Loh
Manager,
Community Relations**

CORPORATE SERVICES

**Ivy Chan
(HR Manager)**

HUMAN RESOURCES

Winston Ho

**Gracie Ngoi
(Senior Manager)**

COMMUNITY RELATIONS

Haley Loh

Nicole Liang

Rachel Lim

**Candice Shiu
(Finance Manager)**

FINANCE & ADMINISTRATION

Fong Swee Jing

Ann Yeo

As of 31 December 2025

ELDERLY SERVICES

Jacqueline Teo (Senior Manager)

**HOME CARE
SERVICES**

Celestine Lee

Chua Jia Xin

Tan Guo Hua

Tay Lee Koon

Cheng Ting Ting

**DEMENTIA CARE
SERVICES**

Ryp Yong

Ong Geok Lian

Ho Miao Choo

See Jen Kai

Ting Ai Hwa

Jessie Lee

Bina Lee

Chiara Trisha

Go Shir Khim

Eileen Tan

Elsie Neo

Gina Ng

**ACTIVE AGEING
SERVICES**

Gerald Tan

Clarissa Seah

Nicholas Keong

Lauren Jana

Tay Suan Chiang

Anthony Choo

Natalie Wee

Ko Li Chun

FAMILY SUPPORT SERVICES

Felix Leo (Manager)

CASE MANAGERMENTS

Chan Jian Hong

CHILDREN & YOUTH

Danial Goh

Tammy Lim

Joyce Tng

Kamisah

FOOD SECURITY

Naomi Yong

Sarah Neo

As of 31 December 2025

HIGHLIGHTS OF THE YEAR

Senior

Jan



Look Good, Feel Good Runway

A bi-annual mental health check-in by The Therapy Room, ending with a confidence-boosting fashion runway featuring designs by Ans.Ein, modelled by our YEAH! seniors.

Expansion of Home Care Services to beyond Outram Service Boundary.

Jul



Launched ENLIVEN, Cognitive Intervention Programme

A 7-week intervention programme to enrich the lives of persons living with mild to moderate dementia to maintain or improve their cognitive and social abilities.



Nutritious cooking workshops for seniors

Supported by FairPrice Group, two runs of a nutritious cooking workshop helped seniors learn to prepare nutrient-dense, senior-friendly meals at home.

Oct



Yong-en Active Hub Open House

Marked YEAH!'s 5th anniversary with an open house, invited visitors to experience our active ageing programmes.

Jun

Families



Fostering healthy living through family bonding

Hosted a parent-child led bonding session for our childminding families, where they learned about the Healthier Plate through a fun relay race and BBQ.

Building healthy habits through play

Family bonding session for children and their parents at Kampong Siglap through volunteer-led games and activities that reinforced healthy living in a fun, family-friendly setting.



Conducted 2 rounds of 8-week Caregivers-to-Caregivers Training Programme (Dementia) by Mindfull Community (previously Caregivers Alliance Limited)

Conducted in May and October for caregivers caring for persons living with dementia (PLWD) benefitting from Yong-en's Dementia Care Services.

Conducted 12-month Caregiver-for-Caregiver Programme (C4C) by Mindfull Community

A support group for caregivers caring for PLWDs, as they gather monthly for online session.

Dec



Parenting workshop: Importance of Reading in Young Children

Parents were taught ways to engage their children and build a strong foundation in English.

May



A talk on "The Forgotten Art of Play in Early Childhood" conducted by Ms Celeste Teo at Deutsche Bank

Shared tips on how to incorporate Reggio Emilia-inspired programme, a child-led play and learning, and parent-child collaboration at home.

Jun



Exposure to the Media Industry

BraveVoices, a workshop led by 987FM Radio DJ Germaine Tan, where our children developed public speaking and communication skills. They also gained first-hand exposure to the media industry during a behind-the-scenes visit to Mediacorp and a Radio DJ Challenge.

Nov



From Youth, With Love

Youths from 12 to 18 hand-painted ceramicware to raise funds for Yong-en, contributing their creativity to support our work in the spirit of With Love, Chinatown.

Dec



Yong-en Education Awards

Encouraged our children and youths who have shown effort and improved their studies.

Community Projects

Jan

Quarterly home nursing talks were conducted

This year, our Home Care nurses conducted quarterly talks to raise awareness on home nursing and preventive care, from first aid to wound management and beyond.

Mar



State of Play (SOP) by NVPC

Participated in SOP for the first time where we reconnected with sector friends and shared our work with CSR managers from various industries.

May



Pasar Charity 2025

YEAH! seniors and volunteers led their first-ever 3-day event, from curating pre-loved items to crafting merchandises for fundraising.

Aug



Community Fitness (K-pop Zumba)

For beneficiaries of all ages we serve at Jalan Kukoh, accompanied by volunteers from Redemption Hill Church.



Football With A Heart

Yong-en was one of seven charity beneficiaries supported by Singapore Pools at this meaningful event.



Hosted World Cafe @ Fairfield Methodist Church (FFMC)

Engaged in meaningful conversations with individuals from FFMC as they offered insights, shared their journeys and exchanged ideas to build a stronger community.

Sep



Sharing session on "Building Strength and Connection in Our Neighbourhoods" by Ms Gracie Ngoi

Yong-en helmed a breakout session for over 35 young leaders at the inaugural transformative FLYING Summit, organised by the Centre for Healthcare Innovation (CHI), National Youth Council (NYC), National Council of Social Services (NCSS) and the Commonwealth Leadership Institute (CLI).

Oct



Beyond Social Services Community Day

Youths from Kukoh+ volunteered and engaged with residents, while supporting outreach efforts at the booth.



Mid-Autumn Festival: A Celebration of Community Strength

A lantern walk and supper party, bringing together the Kukoh community across generations we serve, along with volunteers from Fairfield Methodist Church, and with Kukoh+ youths leading the lantern walk route.

Dec



Participated in multiple community year-end pop-ups

Including first time participation in UOB Christmas Charity Pop-up, Stevens Residents' Network Christmas Bazaar, Pop-up Pagoda at Chinatown Heritage Centre.

Fundraising Campaigns



Lent Campaign: Your Sacrifice, Their Hope
Inaugural lent campaign.



Charity Golf @ Laguna National Golf Resort Club
Surpassed our fundraising goal of \$250,000.

With Love, Chinatown
An annual collaboration with individuals and businesses to raise awareness of our work. Partnering our good neighbours to co-create experiences which uplift our beneficiaries through volunteerism, sponsorship, and sub-campaigns.

Mugs of Joy
Harnesses the unique talents of individuals and businesses, collaborating with 15 skilled volunteers to decorate gift boxes, featuring mugs designed by Thain Lin and donated by GingerLily Arts.



On Cheong Jewellery X Great Singapore Give
On Cheong Jewellery rallied their staff and customers to give back, volunteering and fundraising in support of the community served by Yong-en.



SG60: Improving Lives, Impacting Communities
In celebration of SG60, corporate and individual supporters came together to raise funds for Yong-en, helping us continue our work in improving lives and strengthening communities.



SG60: "The mind may forget, but the heart will always remember"
A sub-campaign of SG60, where donors received coasters designed by our seniors with dementia with a minimum donation of \$50.



Singapore Sip – A bundle of heart by Tily Tea
Tily Tea partnered with Yong-en to create an exclusive product: tea bags paired with coasters inspired by favourite local foods, designed by seniors with dementia at Yong-en Care Centre in celebration of SG60.



OUR 2025 IMPACT



Positive Ageing

243
seniors ageing positively at Yong-en Active Hub (YEAH!)

76
seniors meaningfully engaged through Dementia Care Services

807
seniors stayed fit through Gym Tonic

Ageing in Place

248
seniors attended to by home care nurses

2,961
home visits



Supporting personal & social well-being

184
Social Work cases

45
households received interim financial aid

25
isolated seniors meaningfully engaged through La Kopi

Food Security

1,525
grocery packs for 136 households

127
seniors and families cared for with fortnightly provision of breakfast items



Unleashing Potential

46
students nurtured through Tuition Programme and Happy Readers

65
students encouraged with Yong-en's Annual Education Awards

20
holiday activities organised by staff and community partners to increase children's exposure to new experiences

Yong-en's Youth & Children Centre, Kukoh+

15
children received extended childminding services

66
youths engaged through interest-based activities

INCOME

In 2025, Yong-en raised over **\$2 million** through various fundraising initiatives and donations. Such support allowed Yong-en to respond promptly to needs and to continue delivering quality services and programmes. Yong-en does not use commercial fundraisers.

Fairfield Methodist Church and its members were the largest contributor to Yong-en Care Centre in donations and instrumental in our major fundraising campaigns.



Total:
\$4,923,067



Yong-en's financial reports can be found here

EXPENDITURE

Public donations sustained most of Yong-en's social services and giving (including programmes under Yong-en's Family Support Services and Active Ageing). Dementia Care Services and Home Care Services received subvention from the Ministry of Health. Yong-en waived Home Care fees for those unable to afford the government subsidised charges. In 2025, **21%** of the Home Care fees income were waived for destitute seniors.



Total:
\$4,720,688

SENIORS

Providing comprehensive support to seniors through 3 core programmes, to create the continuum of care to support the needs of our senior beneficiaries.

Dementia Care Services

- Dementia Day Care
- ENLIVEN, Cognitive Intervention Programme (CIP)
- Wellness Inspired Senior Enrichment (WISE)

Home Care

- Home Medical
- Home Nursing

Active Ageing

- Gym Tonic
- Stay Optimal, Active, Robust (SOAR)
- Yong-en Active Hub (YEAH!)
- BIXEPS

Dementia Care Services

Our centre-based therapeutic programme for persons living with dementia or Alzheimer's disease adopts a person-centred care approach. To support holistic care and promote dignity in ageing, personalised activities are curated to slow cognitive and physical decline whilst providing respite and support for caregivers.



First session of ENLIVEN



Caregiver-to-caregiver workshop by Mindfull Community Limited (formerly known as Caregivers Alliance Limited)

36

Dementia clients at dementia day care

32

Clients with early stages of dementia attending ENLIVEN

8

Clients attending WISE

80%

Maintenance of cognitive status (MMSE)

100%

Caregiver satisfaction score

New Initiatives:

(NEW) ENLIVEN, CIP

Rolled out by the Agency for Integrated Care (AIC), ENLIVEN offers structured, multimodal activities to help persons with mild to moderate dementia maintain or improve their cognitive, physical, and social abilities. It starts with a 7-week core phase held twice weekly, followed by up to 26 weeks of weekly maintenance to sustain the gains achieved in the initial stage.

Home Care

Home-based medical and nursing services support non-ambulant seniors due to health conditions or frailty. These services maintain and restore physical health and psychosocial well-being through appropriate healthcare interventions, ensure continuity of care post-discharge, and reduce unplanned readmissions.



Nurse Lee Koon packing medication for client

248

Homebound seniors served

2,961

Home visits by nurses

**Excluding pop-by visits*

11%

Hospital re-admission rate maintained below 30%, ensured care continuity and reduced the need for hospital readmission

67

Pop-by visits to check-in on clients' well-being on top of scheduled home care visits

100%

Client satisfaction

Active Ageing

We inspire our seniors to stay active and engaged through programmes that evolve with their needs. Our approach promotes positive and healthy ageing by embracing, engaging, enriching, and empowering seniors (E4 Model). We also provide opportunities for them to lead, perform, volunteer, and contribute while developing their strengths and newly acquired skills.

(NEW) BIXEPS

It uses pulsed Electromagnetic Fields (PEMF) technology to improve muscle energetics. Each 10 to 20 minute session safely activates muscles to deliver the benefits of exercise without strain, enhancing balance, gait, and leg strength to help reduce the risk of falls.

243

YEAH! Members purposefully engaged over

807

Gym Tonic (GT) Users

91%

Participants maintained their physical frailty* score and did not deteriorate after joining Gym Tonic

**The five criteria to assess for physical frailty score are*

1. Unintentional weight loss
2. Fatigue
3. Resistance (difficulty w/stairs climbing)
4. Ambulation (difficulty w/walking)
5. Illness (>5 major illness)

254

Activities

254

Learning Workshops

32

Graduated from SOAR



YEAH! 5th Anniversary & Open House

476

GT Users @YEAH!

331

GT Users @JiaYou



JiaYou Open House

**BIXEPS is NOT a replacement for physical exercise.*

STRENGTH IN CARE, JOY IN RETURN

“I recall a time when Mdm Ang didn’t want to come to the centre. Over time, she built rapport with our care associates. To show her appreciation, she even got Wendy to buy ang ku kueh for all of us — her favourite snack. It shows how meaningful our relationship has become.”

- Jen Kai, Care Associate

Before her dementia diagnosis in 2018, Wendy noticed subtle changes in her mother’s behaviour. *Mdm Ang began repeating questions, experiencing memory lapses, and becoming uncertain with daily routines such as eating and bathing. What the family first attributed to ageing soon became a concern. Determined to support her mother, Wendy sought a geriatrician who confirmed the diagnosis.



Mdm Ang making Lunar New Year cards



At home, caregiving quickly became a full-time responsibility. Mdm Ang spent much of her day unengaged, watching television or napping, often resisting activities planned by Wendy, which she considered “childish.” “Sometimes she felt my reminders were controlling,” Wendy shared. Balancing care, adapting her schedule to Mdm Ang’s needs, and household responsibilities were challenging, yet Wendy remained firm in her belief that consistent routines bring stability and reduce anxiety for persons living with dementia.



Jen Kai (left), Care Associate, assisting Mdm Ang (right) with the craft activity

In August 2023, Wendy enrolled Mdm Ang at Yong-en’s Dementia Day Care (DDC). Structured routines, group activities, and guidance from care associates provided a safe space for her to be meaningfully engaged. Mdm Ang now participates in reality orientation exercises, group games, arts and crafts, and karaoke — her favourite activity, where her confidence and joy shine. A highlight for Wendy was seeing Mdm Ang’s artwork of her favourite ang ku kueh printed onto a coaster for a Yong-en fundraiser.

Mdm Ang’s design



Coasters designed by seniors with dementia

Attending the centre three days a week has enhanced her mother’s physical, psychosocial, and overall well-being. Even after eight years since her diagnosis, Mdm Ang can carry conversations well with family and peers, and recognise places and objects.

The programme has positively impacted both mother and daughter. Mdm Ang is more socially engaged and active, while Wendy has gained respite and confidence in managing care. This support allows her to focus on her mother’s well-being while continuing her passion in volunteer work. The nurture of care associates and friendships with peers show how coordinated support and a caring community can strengthen persons living with dementia and their families.

**Name is changed for privacy protection.*

LIVING WELL, WITH CARE



Awarded "Volunteer of The Year" at Lions Befriender



Lee Koon (left) and Mdm Sally (right)

Mdm Sally, 80, has been under Yong-en's Home Care Services since April 2025. At risk of overdosing on her medications, she was referred to us by Singapore General Hospital.

Keeping track of her medications was challenging due to forgetfulness and hearing difficulties. Nurse Lee Koon, stepped in to provide support, ensure her well-being, and liaise between Mdm Sally and her family – as she had not wanted to burden her children, she did not share the full extent of her health issues.

Since April, Nurse Lee Koon has been visiting Mdm Sally regularly to assist with medication packing, blood pressure monitoring, and gentle reminders to take her blood pressure when relaxed, as rushing could affect her readings. With this consistent support, Mdm Sally became more compliant with her medication regimen, and the risk of overdosing was resolved. Nurse Lee Koon was able to reduce her weekly visits to once in three weeks, signalling Mdm Sally's improved self-management. For this, Mdm Sally is always deeply grateful.

Despite her age, Mdm Sally remains active and deeply connected to her community. She starts her day by checking her blood pressure and completing house chores in the morning before running her errands outside. She enjoys baking traditional treats like kueh lapis, jempadah tarts, and popiah rolls, which she generously shares with her friends and neighbours. A lifelong learner, she even attends baking classes to pick up new recipes and skills.

Her dedication to volunteering spans 25 years with Lions Befrienders, reflecting her deep commitment to helping others. "Helping other seniors gives me so much joy, and when I see them happy, I also feel happy," she shared.

"These 25 years of volunteering made me realise how blessed and lucky I am to now receive help from others."

Mdm Sally lives independently, stays active, and remains connected — demonstrating how community-based services like home care empowers seniors to age with confidence and dignity.

**Name is changed for privacy protection.*



Lee Koon checking Mdm Sally's blood pressure

A LIFE LIVED ACTIVELY



Agnes's painting



At YEAH!, longevity is measured by how meaningfully one chooses to live life.

"YEAH! is like my second home," shared Agnes, 74, who keeps herself engaged by attending YEAH! four times a week. A firm believer that exercise supports one's physical and mental well-being, Agnes makes it a point to stay active whenever she can. "Slothing at home will do us no good!" she said with a laugh.

Agnes starts her day early, consumes a hearty breakfast before driving her adult, grandchildren to work, a routine she cherishes as precious bonding time. On most weekdays, she heads to YEAH!: Ukulele on Tuesdays, the Thinking Brain Programme on Wednesdays to exercise memory, attention, and communication skills, Pilates, jive and singing on Thursdays, and art lessons on Fridays. "Let me share with you my timetable," she said proudly.

Despite living with knee pain, Agnes remains committed to attending Gym Tonic at YEAH!, physiotherapy, and chiropractic sessions to improve mobility and build strength. She hopes to keep caring for her family and doing what she loves — dancing, driving, and travelling independently.

YEAH! and Gym Tonic have enriched her life, giving her opportunities to gain new skills and confidence. Beyond the programmes, Agnes finds YEAH! to be a welcoming and embracing space. Since joining in 2021, she has built strong social connections, made new friends, and often enjoys lunch with fellow seniors — she treasures her YEAH! community greatly!

Volunteering her time at Yong-en's outreach and fundraising events truly reflect the engagement, enrichment, empowerment she has received as a member of YEAH!. Agnes lives by Mother Teresa's words "Not all of us can do great things, but we can do small things with great love."

FAMILIES

Supporting families and beyond by providing needful intervention and reliable support to build independent, stable and resilient families by:

- Promoting and improving the well-being of individuals in under-resourced families to achieve independence, stability and resilience.
- Offering relevant services to service users to overcome challenges and improve quality of life
- Collaborating with partners in the social service ecosystem to strengthen a thriving community.

Food Security

- PantryPlenish
- BreadWalk
- FreshFood

La Kopi

Befriending

Case Managements

Interim Financial Assistance

Case Managements

Through case managements, we provide personalised support to individuals and families facing challenges through needs assessment, coordinating services, and offering guidance towards independence and increase in their well-being.

184

Cases

45

Placed on Financial Assistance Scheme



Checking in on beneficiaries' well-being during a food distribution



Parenting workshop for parents receiving childminding support

Food Security



Volunteers in action during a BreadWalk session



Senior receiving food pack

PantryPlenish

Our monthly food distribution programme provides dry food rations which included healthier versions of staple food items to low-income families and aged seniors in Chinatown, Jalan Kukoh and York Hill.

BreadWalk

Fortnightly distributions of breakfast items provide relief to under-resourced families and seniors. These distributions also grant us the opportunity to maintain regular contact and monitor their well-being.

FreshFood

Groceries such as fresh chicken and fish, along with a variety of fruits and vegetables are distributed to enable families and individuals an opportunity to eat fresh produce.

1,525

Grocery packs provided nourishments for 136 households

3,048

Sets of bread and spread

127

Households received bread distribution

La Kopi

Catering to reserved and isolated seniors, La Kopi serves as a safe community space, encouraging collaborative exploration and activity creation amongst their peers.

Through La Kopi, seniors can:

- Be empowered to both co-create and participate in activities aligned with their interests.
- Expand their social support network, fostering a sense of community, and connect with community through expanding social support networks.
- Decrease social isolation through active participation in a variety of social activities.
- Acquire the abilities to prepare meals utilising healthier ingredients.

Befriending

Beyond providing essential support, visits from committed volunteers serve as a meaningful touchpoint to check in on selected service users. Befrienders offer companionship and are our eyes and ears on the ground by building good relationships with them.



Nutritious Cooking Workshop with La Kopi Seniors Supported by FairPrice Foundation

HOPE, CARRIED FORWARD

“I want the best for my family. Thank you to Yong-en for always helping my family.”

- Mr J*, Service-user

Mr J, 71, lives with his wife, and their three young sons aged 9, 7, and 5 in a 2-room rental flat. He was formerly a chauffeur, escorting foreign dignitaries and was the sole breadwinner of the household. However, his circumstances changed after suffering a stroke in 2017.

Since then, the family has relied on Mr J's CPF payouts, social assistance from MUIS and the Social Service Office. With a combined monthly household income of about \$1,700 (\$340), the family struggles to make ends meet amid rising living costs. His biggest concern is not having enough to financially support his children.



Excursion to the Jurassic Junior Museum



Scan to watch what's in Yong-en's FreshFood pack



Onsite Happy Readers Programme



Mr J's son receiving the Education Award



Holiday outing to X-scrap8 with his peers

In January 2024, the family was referred by SSO to Yong-en Care Centre for food security assistance. Through Yong-en's staple food programmes, PantryPlenish, BreadWalk, FreshFood, the family has regular access to nutritious, nutrient-dense foods, where items like fish and prawns are considered a luxury, "We don't have this unless it's given to us," he shared appreciatively.

Beyond meeting immediate needs, Yong-en also addressed the family's longer-term concerns. Recognising Mr J's concerns about his children's academics, his two eldest sons were enrolled into our reading programme, Happy Readers. His eldest son had spent his formative years in Indonesia and was unfamiliar with Singapore's education system. Their youngest son will be enrolling into the programme this coming year.

“Their English has improved and are able to interact with others in English”

The children are also given opportunities to explore, learn, and enjoy new experiences alongside their peers through Yong-en's holiday enrichment programmes and excursions.

Mr J and his wife remain deeply grateful for the holistic care provided by Yong-en, from food security to educational and developmental support, demonstrating how community, in action, can uplift and strengthen families in need.

**Name is changed for privacy protection.*



Volunteers from FairPrice Foundation during FreshFood distribution



We gratefully acknowledge FairPrice Foundation as the strategic enabler of the "Wholesome Living, Hearty Giving" programme, in partnership with our partners and contributors.

CHILDREN & YOUTH

Parents of low-income families often feel overwhelmed by the basic and financial needs of their families. Yong-en's programmes directly address the development of children in the areas of academic, socio-emotional and psychological fronts.

Yong-en's Youth & Children Centre, Kukoh+

- Youth drop-in centre by day
- Extended childminding facility by night*

Tuition Programme

Interest-based Enrichment Activity

Education Awards

Kukoh Elites
(a football club born out of a growing interest in sports among our youth at Kukoh+)



Youths learning flower arrangement with student volunteers from NTU



Children learning about plants and insects through hands-on exploration

Yong-en's Youth & Children Centre, Kukoh+

Kukoh+ provides a dedicated safe space for children and youth in the community to be positively engaged. A youth drop-in centre by day, and an extended childminding facility by night enables low-income families to work towards financial stability and self-reliance.

66 → **38**
Youths engaged Youths in Kukoh Elites

15
Children received extended childminding services

Tuition Programme

Yong-en conducts weekly Saturday English and Mathematics tuition at Fairfield Methodist Church for students from Primary 4 to Secondary 4. Committed volunteer tutors anchor this programme and also help to build safe and supportive relationships.



Weekly Saturday tuition programme



Happy Readers

46
Students nurtured through Tuition and Happy Readers

Happy Readers runs alongside for children aged 5 to 9, building their reading and literacy skills while providing additional support for those who need it.

36
Attended Tuition

10
Attended Happy Readers



Yong-en Education Award



Group Photo of the Award Recipients

Education Awards

To empower our children and youth to achieve their potential and be inspired to serve and impact their communities, the awards are extended to existing service users from Primary up to Tertiary Level (1st degree).

65
Students encouraged with Annual Education Awards

Interest-Based Enrichment Activities

Co-organised with partners, sponsored activities like theatre camps, art workshops, and excursions offer meaningful learning beyond academics – providing a holistic education to create joyful and affirming experiences which help them grow in confidence and resilience.

20
Holiday activities



Learning journey to Mediacorp with hands-on radio presenter challenge

A JOURNEY TO INDEPENDENCE

In today's digital world, it is no surprise that children are spending more time on digital devices. While phones can be educational and entertaining, the effects of overuse are real. For Mrs T*, these effects surfaced early in her just four-year-old daughter Sammi, who would throw intense tantrums whenever she was asked to stop.

"Sammi screams when I take the phone away." Mrs T shared. "It doesn't help that my husband would give in to Sammi and let her play with the phone, not fully understanding the negative effects on our child."

At that time, Mrs T was a full-time housewife caring for two young daughters aged five and one. While she wanted to apply positive parenting principles, managing her own emotions amidst frequent tantrums was challenging. The conflicting parenting approaches between her and her husband confused Sammi and affected her ability to develop independence.

Feeling discouraged and worried, Mrs T reached out to her social worker for support.

In 2023, she was referred to Yong-en's Extended Childminding Services at Kukoh+, providing the guidance and structure the family needed.

Through the programme, Sammi found a safe and nurturing environment where she could explore, learn, and grow. Over time, she developed social skills, learnt to communicate effectively with peers and adults, practised patience, and worked cooperatively with others. With the structure provided, she grew confident in managing her emotions and completing daily tasks independently.

At home, Mrs T noticed a remarkable change. Sammi began expressing herself clearly and assertively, telling her mother what she wanted and could do. "She often tells me, 'Mom, I can do it!'" Mrs T shared with a laugh. "Sometimes, she speaks like an adult."

More importantly, Sammi no longer relies on screen time for comfort. She now enjoys playing the piano, reading, and spending quality time with her family. The programme has empowered Mrs T through practical parenting strategies, providing much-needed respite to recharge, guide Sammi, care for her younger child and strengthen their family bonds for the future.

**Name is changed for privacy protection.*



Sammi's drawing of her mother



Sammi playing with toy kitchen set



Sammi engaging in activities with volunteer



Joyce, Early Childhood Programme Facilitator, guiding Sammi in making oranges.

OUR CHAMPIONS

Our vision is to cultivate supportive relationships with volunteers, community partners and corporates to improve lives and deepen our organisation's impact.

We build strong partnerships with these stakeholders to garner strength and resources through volunteering activities, sponsorships and their skills to help improve lives and impact communities.

13,353

Volunteer hours

5,168

Volunteer engagements

229

Regular volunteers

510

Individual volunteers

22

Regular corporates & community partners

76

Organisations



MORE THAN GIVING: PRADEEP'S VOLUNTEERING JOURNEY

When Pradeep began volunteering at Yong-en's Dementia Day Care (DDC) in 2019, he did not expect it to drum up one of the most meaningful rhythms of his week. Since the day he started his volunteering journey with Yong-en, it has been a weekly affair, without fail.

Pradeep was paired with Pei Xin* on his first volunteering session at DDC as she only senior then who could understand English. As Pradeep speaks only English, the pairing was initially practical. Over time, it grew into a friendship that has endured for more than six years.

Weekly, Pradeep spends time with Pei Xin reading, colouring, solving puzzles, singing and praying together. In these simple activities and shared moments, he found something deeply restorative.

"It's like spending time away from the hustle," he reflects. "It's refreshing, simple and unconditional."

As Pei Xin's cognition deteriorates, there are rare but precious moments when she recognises Pradeep. On those days, she smiles and says, "I am glad that you came." For Pradeep, those few words are a quiet affirmation that his presence matters.

One poignant memory was made before the pandemic, Pradeep brought his wife and daughter to DDC. His then 6-year old daughter visited the centre and played ball with Pei Xin. "She was thrilled to bits when she saw a little girl. Her eyes lit up," he recalls. From the days when his child was a baby to now, volunteering has been woven into the seasons of his own family life.

Pradeep firmly believes he receives far more than he gives. "It's a misconception that you 'give' while volunteering. If we keep an open mind and heart, volunteers often receive much more." He describes his time with Pei Xin as a weekly space of rest and grounding. "She is an integral part of my week and I am truly blessed by her company."

He also credits the Care Associates at DDC for making the journey meaningful. He described the staff as ever-smiling and ever-caring. "They do all the heavy lifting, I just enjoy my time and engage with our friends with dementia."

Since 2019, Pradeep has shown up consistently at least once a week, through changing seasons. The growth of his own child, and the evolving journey of dementia care. His dedication reminds us that sometimes the most powerful impact lies not in grand gestures, but in faithful presence and shared memories.

And in the quiet exchange of a smile and the simple words,

"I'm glad that you're here."

**Name is changed for privacy protection.*



Pei Xin (left) and Pradeep (right) during a colouring activity



OUR COMMUNITY

“One of the marvelous things about community is that it enables us to welcome and help people in a way we couldn’t as individuals.”

- Jean Vanier

As we reflect on a year of activities at Yong-en, one thing stands out: the strength in our people and our community.

Across numerous events and initiatives, we saw how individuals, young and old, volunteers, and neighbours contributed their unique talents, care, and energy — together forming a resilient and vibrant community.



Family bonding session for children and parents at Kampong Siglap



Volunteer Appreciation Hike



La Kopi seniors outing



Mid-Autumn Festival Celebration

Hands and Hearts of our Seniors



Pasar Charity 2025

Our active ageing seniors from YEAH! showcased the power of collaboration through their first-ever volunteer event at the Pasar Charity 2025.

Over two months, they curated pre-loved items and handcrafted merchandise, from bags to lanyards to pouches. Every item was a team effort: one senior cut the fabric, another sewed, and others added finishing touches like buttons and straps.



YEAH! senior advocating for Yong-en causes

On other occasions, YEAH! seniors hand-sewed hats for cancer patients, mended booths to advocate for Yong-en's services, and provided logistics and administrative support, such as transporting materials needed for outreach events. Each act, big or small, demonstrated the seniors' skill, dedication, and commitment to strengthening the community around them.



Scan to read more

Strength of Jalan Kukoh

This year's Mid-Autumn Festival was celebrated in a special way with a lantern walk and supper party. The event highlighted the strength and potential of a community coming together:

- Jalan Kukoh hawkers extended their operating hours to provide food and drinks for participants.
- Kukoh+ youths took the lead in designing the lantern walk route, showing initiative and ownership.
- Volunteers acted as both befrienders and participants, bringing warmth, laughter, and camaraderie that lit up the evening.
- Yong-en staff from various departments served the community throughout the night.

Events like this celebrate shared strengths, foster bonds, and show how every contribution, big or small, matters in creating a vibrant, connected community.



Scan to read more

From Youth, With Love

The strength of our community is also seen in the next generation. For *With Love, Chinatown*, we showcase and celebrate the unique strengths within our community and create opportunities for all to join us in improving lives.

Partnering with Sen by Prodigal Co, our next-door neighbour to Kukoh+, we curated a workshop for youths aged 12 to 18 to hand paint ceramicware for fundraising, later sold at the UOB Charity Market.

As they painted, the youths displayed focus, patience, and care — qualities that revealed their potential to contribute meaningfully to the community. One youth even shared, "I hope to give back to the supporters of Yong-en."

While transforming the plain ceramic placed in their hands, they expressed creativity, self-expression, and a desire to strengthen the community that nurtures them.



Ceramicware sold at UOB Charity Market



UOB Charity Market



From seniors to youths, volunteers to neighbours, everyone has a role to play in strengthening the community. Each individual's unique abilities and care, when brought together, can create a resilient, vibrant, and interconnected network.

These examples remind us that strength in community lies in its people, together, we can achieve far more than we could alone.



Youths painting the ceramicware

THANK YOU

\$100,000 and above

Deutsche Bank and employees

Fairfield Methodist Church

FairPrice Foundation

Singapore Pools Football with a Heart

\$50,000 and above

Bluejacket Foundation

Mr Mark Zhou

Mr Richard Wong LC

Ng Kim Suan Foundation

\$10,000 and above

Afirmus Biosource Pte. Ltd.

Chartswood Logistic Pte Ltd

Dow Chemical Pacific (Singapore) Pte Ltd

Fu Foundation Ltd

GGB Family Care Fund

Golden Energy and Resources Pte Ltd

ICAP, a division of TP ICAP (Singapore) Pte Ltd

Juanita Y & Henry SC Co Fund

Lee Choi Seng Foundation

Matt Latimore & M Resources team

Mdm Chng Siok Khim

Mr Chua Keng Woon

Mr Marcus Lee

Mr Poh Jin Hui

Mr Shaun Lim YS

Mr Stephen Lau CS

Mr Tan Guan Seng

Mr Tan Teck Hao

Mr Timothy Hia

Ms Kristiana Anthon

Ms Reina Yeong

Rio Tinto

Solomon's Porch Singapore

ST Telemedia

Tan Chin Tuan Foundation

TD Family Foundation

Weldanpower Enterprises & Engineering Services Pte Ltd

Yan Bin Family Foundation

Special Acknowledgements

Community Foundation of Singapore (CFS)

Fairfield Methodist Church

Redemption Hill Church

The Community Chest

The listing includes contributions received from 1 January 2025 to 31 December 2025. Yong-en ensures that funds received are properly documented, and that the donor's confidentiality is respected. While we are unable to list everyone who has made an impact in the lives of our service users, we are grateful to each and every one of our partners for your support.

GRATEFUL FOR

| | | | |
|--|--|---|--|
| ABN AMRO Clearing Bank N.V. | Chinatown Active Ageing Centre | Gateway Theatre | Kent Ridge Secondary School |
| Accor Group | Chinatown Heritage Centre | GeroPsych Consultants Pte Ltd | Kitkoji Pte Ltd |
| ACS Anglo-Chinese School (Primary) Barker | CISCO Systems | GingerLily.Arts | Laguna National Golf Resort Club |
| Activa SG | Community Foundation of Singapore (CFS) | Global Compact Network Singapore (GCNS) | Lawry's The Prime Rib Singapore |
| Alexandra Primary School | Dementia Singapore | Golden Energy and Resources Pte Ltd | Leng Kwang Baptist Church |
| ART:DIS | Deutsche Bank | Goshen Consultancy Services Pte Ltd | Listening Lab |
| Association of Women for Action and Research (AWARE) | Dow Chemical Pacific (Singapore) Pte Ltd | Haskell Pte Ltd | Lojel Singapore |
| Astignes Capital Asia Pte. Ltd. | Duke-NUS Medical School | HCA Hospice (HCA) | Macquarie Capital Securities (Singapore) Pte. Ltd. |
| Atos Wellness | ECON Nursing Home | Health Promotion Board | MemoryLane |
| Bamboo Builders | Edrington Singapore Pte. Ltd. | Hitachi Vantara Pte Ltd | Methodist Welfare Services Singapore |
| Barings | EtonHouse Community Fund | Holomotion | Mindful Circle |
| Bethel Chambers LLC | Fairfield Methodist Church | Holycrab | Mindfull Community (formerly Caregivers Alliance Ltd) |
| Beyond Social Services | FairPrice Group | Hwa Chong Institution | Mitsubishi Electric Asia Pte Ltd |
| Bridging Generations | Filos Community Services | ibis Singapore on Bencoolen | Nanyang Girls' High School |
| Bukit Merah Central Residents' Network | Financial Industry Disputes Resolution Centre Ltd (FIDReC) | IHH Healthcare | National Trades Union Congress |
| Bukit Merah Secondary School | Fullerton Health | Janice Wong | New Hope Community Services SG Cares Volunteer Centre @ Kreta Ayer and Bukit Merah |
| CatchPlus | | | |
| Cedar Family Fund | | | |

YOUR SUPPORT

| | | | |
|--|--|-------------------------------------|--|
| Ngee Ann Polytechnic Pharmaceutical Science | Redemption Hill Church (RHC) | Singapore Business Federation (SBF) | The Lantern Kingdom |
| Ngee Ann Polytechnic School of Infocomm Technology | Reminisce Connect | Singapore Chinese Girls' School | The National Environment Agency (NEA) |
| Ngee Ann Polytechnic School of Life Sciences and Chemical Technology | Residents' Network | Singapore General Hospital (SGH) | The Therapy Room |
| Nikko Asset Management Asia Limited | Rio Tinto Singapore Holdings Pte Ltd | Singapore Health Coaches | The Volunteer Switchboard |
| Nomiya Izakaya & Sake Bar | Rotary Club of Singapore | Singapore Institute of Technology | Tily Tea |
| Nomura Singapore Limited | RSVP The Organisation of Senior Volunteers Singapore | Singapore Pools (Private) Limited | Tsao Foundation |
| NTU ABCares - Accountancy and Business Club | Sage Capital | Singapore Repertory Theatre | United Overseas Bank |
| NUS Teach SG | SATA CommHealth | SingHealth | Visa Worldwide Pte. Limited |
| NVPC National Volunteer & Philanthropy Centre | Sandpiper | Singapore Courts | Wells Fargo Bank |
| On Cheong Company Pte Ltd | Scent by SIX | SingYouth Hub | Williams Lea |
| Pacific International Lines (PIL) | Schneider Electric Asia Pte Ltd | Social Services Office @ Kreta Ayer | Yan Bin Family Foundation |
| Paya Lebar Methodist Church | School of Art, Design and Media - Nanyang Technological University | Solomon's Porch Singapore | Yew Tee Point |
| QuantumTX Pte Ltd | School of the Arts (SOTA) | Sparkletots | Young Women's Christian Association (YWCA) |
| Red Crowns Senior Living | Sedgwick Richardson | Sport Singapore | Youth Harmony |
| | SG Alliance | ST Telemedia | Zouk Consulting Pte. Ltd. |
| | SG Diagnostics | Stevens Residents' Network | |
| | SG Digital Office | Tan Chin Tuan Foundation | |
| | SGH Charity Bazaar by SGH PHICO-Community Nursing Department | The Boys' Brigade in Singapore | |

While we are unable to list everyone who has made an impact in the lives of our beneficiaries, we are grateful to each and every one of our partners for your support.

OUR FUTURE PLANS

1

Strengthening the Active Ageing Continuum

Yong-en will continue to strengthen programmes at the upstream and preventive end of the ageing continuum, expanding opportunities for seniors to remain active, resilient, and socially connected. Through YEAH!, Gym Tonic and BIXEPS, we seek to help more seniors maintain strength, mobility, and independence for as long as possible.

2

Strengthening and Scaling Dementia Care & Support

Building on the launch of ENLIVEN, Yong-en will reach more persons with early-stage dementia through early cognitive intervention. At the same time, we will enhance programming at our Dementia Day Care (DDC) and work towards optimising the centre's capacity to support more seniors living with dementia.

3

Strengthening Home and Community-Based Support

Demand for Yong-en's Home Care services, including Home Nursing and Home Medical Care, continues to grow. With the support of partners and donors, we hope to expand our care team and service capacity to support more seniors ageing in place.

Beyond addressing food insecurity and social isolation through our food distribution and befriending programmes, we will organise more health workshops and community activities to promote healthier living and foster a stronger sense of belonging among those we serve.

4

Advancing the Kukoh+ Youth Development Journey

We will continue to transform Kukoh+ from a youth drop-in shelter into a developmental platform.

Guided by the World Health Organisation (WHO) 10 Core Life Skills framework, we aim to journey with youths to build the life skills, supportive relationships, and sense of purpose needed to live healthier and more hopeful lives beyond the circumstances they were born into.

5

Strengthening Community Partnerships

Yong-en will explore collaborations with partners such as the National University of Singapore, Seniors Action for Greater Empowerment (SAGE), clan associations, and long-standing Chinatown businesses to examine the intersection of cultural identity, social participation, and well-being in Chinatown.

Through these partnerships, we aim to foster sustained intergenerational engagement between seniors and youths, including exploring a youth internship pathway where young people support programmes with seniors and help organise heritage and community activities in Chinatown, strengthening social participation and community well-being.

6

Building Organisational Capacity and Sustainability

As Yong-en's programmes and services continue to grow, we will strengthen governance, staff capabilities, volunteer engagement, and fundraising efforts to ensure the organisation remains resilient, well-governed, and sustainable for the years ahead.



Our Fundraising and Expenditure Plans

With view of enhancing and growing Yong-en's mission, particularly in our signature services and programmes, Yong-en plans to fundraise \$1.9 million through:

Deepening Strategic Partnerships

Engage corporate leaders, faith-based organisations, and business networks to build long-term partnerships that provide both sustainable funding and professional expertise. This includes intentionally deepening relationships with existing corporate partners involved in our food distribution programmes by translating volunteer engagement into sustained individual and corporate giving.

Expanding Income-Generating Services

Grow Yong-en's portfolio of income-generating services, including Home Care, Gym Tonic, and Dementia Day Care, alongside newer initiatives such as BIXEPS, to strengthen earned revenue as a key funding pillar. This includes increasing service capacity, improving utilisation, and exploring new service offerings, while using targeted fundraising to bridge affordability gaps and ensure access for lower-income beneficiaries.

Expanding Community-led Fundraising

Grow a vibrant ecosystem of sub-campaigns by empowering individuals, volunteers, and partners to fundraise through their interests, skills, and networks, fostering greater ownership and participation in Yong-en's mission.

Leveraging Yong-en's 30th Anniversary

Position our 30th Anniversary as a key fundraising platform to honour our journey and secure future support, through targeted donor engagement, appreciation initiatives, and signature events that celebrate our collective impact.

Securing Sustainable Funding for Family Support Services

Strengthen efforts to secure dedicated funding and donor support for Yong-en's Family Support Services, where funding is currently limited, short-term, or ad hoc. This includes identifying aligned donors and funding schemes to reduce reliance on reserves over time, ensure continuity of essential support for vulnerable families, and enable more stable and sustainable programme delivery.



Expenditure Plans for 2026

Yong-en's projected expenditure for 2026 is expected to increase, primarily driven by planned service expansion and rising demand for our programmes.

Investment in Service Capacity and Manpower

Staff costs are projected to increase as we strengthen manpower capacity in key service areas, particularly in Home Care Services and Dementia Day Care. This is aligned with our strategy to expand income-generating services, increase service capacity, and support higher utilisation while maintaining the quality and safety of care.

Increased Programme Delivery and Service Utilisation

Programme costs are expected to rise in tandem with higher service utilisation. Home Care Services will see a greater number of visits, while Dementia Day Care is projected to operate at higher caseloads. These increases reflect growing community needs and Yong-en's commitment to providing sustained and accessible care.

Sustaining Family Support Services

Expenditure on Family Support Services will continue to be necessary to meet the needs of vulnerable families, where funding remains limited or short-term. As part of our funding strategy, Yong-en will actively seek dedicated donor and grant support to reduce reliance on reserves over time and ensure the continuity of these essential services.

Strengthening Governance, Risk Management and Safety

Yong-en will continue to invest in strengthening organisational governance and risk management capabilities. This includes enhancing cyber and data security, as well as improving fire and safety measures across our premises, to ensure compliance, safeguard sensitive information, and provide a safe environment for our beneficiaries, staff, and volunteers.

CORPORATE GOVERNANCE

Role of the Management Committee

The Management Committee provides the strategic direction and oversight of Yong-en Care Centre's (YCC) programmes and objectives and steers the charity towards fulfilling its vision and mission through good governance. As part of its role, the Management Committee and its members undertake the following:

- Determining Yong-en's mission and purpose
- Selecting the Executive Director
- Supporting and evaluating the Executive Director
- Ensuring effective planning
- Monitoring and strengthening programmes and services
- Ensuring adequate financial resources
- Protecting assets and providing proper financial oversight
- Building a competent board
- Ensuring governance, legal and ethical integrity
- Enhancing YCC's public standing
- Performing such duties as entrusted under YCC's Constitution.

Management Committee

- **Management Committee (1 January 2025 – 30 April 2025)**

| Name | Current Board Appointment | Occupation | Past Board Appointments | Attendance |
|-----------------------------|--|--|--|------------|
| Mr Loh Yew Chiong | President, 30 April 2023 | Deputy Principal (Academic) Singapore Polytechnic | · Vice President 29 March 2015 | 2/2 |
| Mdm Shermaine Loh Wai Fun | Vice President, 30 April 2023 (Chair, Family Support Services) | Vice Principal, MOE, Singapore Chinese Girls' School | · President, 29 March 2015 · Vice President 24 March 2013 | 2/2 |
| Mr Lum Tuck Cheung Elvin | Vice President, 30 April 2023 (Chair, Human Resource) | Vice President Citi Bank (N.A.) SGP | | 2/2 |
| Ms Margaret Ngoi Ming Kin | Secretary, 30 April 2023 (Chair, Governance) | Senior Prison Officer, Singapore Prison Service | | 2/2 |
| Mdm Lim Geok Tee Dorothy | Treasurer, 30 April 2023 (Chair, Finance) | Senior Vice President, Finance & Corporate Services, IPACS China Pte Ltd | | 2/2 |
| Dr Wee Shiou Liang | Member, 30 April 2023 (Chair, Elderly Services) | Associate Professor, Singapore University of Social Sciences | | 1/2 |
| Mr Wong Liang Chwee Richard | Member, 30 April 2023 (Chair, Community Relations) | CEO & General Manager, Precision Technologies Pte Ltd | | 2/2 |
| Dr Tsai Kuo Tsing | Member, 30 April 2023 | Retired | | 1/2 |
| Mr Lawrence Che Kok Ho | Member, 30 April 2023 | Founder and Education Director, Humanities Education Centre Pte. Ltd. | | 2/2 |
| Ms Teo Hui Ling | Member, 30 April 2023 | Founder, Hui Ling Law Practice | | 2/2 |

| | | | |
|-------------------------|-----------------------|--|-----|
| Dr Kang Lu-ming Trivina | Member, 30 April 2023 | Associate Dean, Professional and Leader Development, NIE/NTU. Senior Lecturer, Policy, Curriculum and Leadership Academic Group, NIE/NTU | NIL |
| Ms Pang Po Ying Pearl | Member, 30 April 2023 | Semi-retired; working part-time with Empower Ageing hosting online programmes for seniors. | 2/2 |

- **Advisors & Ex-officio (1 January 2025 – 30 April 2025)**

| Name | Current Appointment | Occupation | Attendance |
|----------------------------|----------------------------|---|------------|
| Rev Dr Bernard Chao | Ex-Officio, 1 January 2025 | Pastor-in-charge, Fairfield Methodist Church | 2/2 |
| Mr Zhou You Chuan Mark | Ex-Officio, 30 April 2023 | Chief Investment Officer, Golden Energy and Resources Pte Ltd | NIL |
| Mr Chan Chee Chew Benjamin | Advisor, 30 April 2023 | Retired | 1/2 |
| Dr Cheah-Foo Fung Fong | Advisor, 30 April 2023 | Executive Director, Filos Community Services | 1/2 |
| Mr Tan Guan Seng | Advisor, 30 April 2023 | Director, Pan Delta Controls Pte Ltd | 2/2 |

• **Management Committee (1 May 2025 – 31 December 2025)**

| Name | Current Board Appointment | Occupation | Past Board Appointments | Attendance |
|----------------------------|---|--|-------------------------------|------------|
| Mr Loh Yew Chiong | President, 1 May 2025 | Deputy Principal (Academic) Singapore Polytechnic | Vice President, 29 March 2015 | 3/3 |
| Mr Lum Tuck Cheung Elvin | Vice President, 1 May 2025 (Chair, Human Resource) | Vice President Citi Bank (N.A.) SGP | | 2/3 |
| Mr Che Kok Ho Lawrence | Vice President, 1 May 2025 (Chair, Community Relations) | Founder and Education Director, Humanities Education Centre Pte. Ltd. | Member, 30 April 2023 | 3/3 |
| Ms Margaret Ngoi Ming Kin | Secretary, 1 May 2025 (Chair, Governance) | Senior Prison Officer, Singapore Prison Service | | 2/3 |
| Ms Pang Po Ying Pearl | Treasurer, 1 May 2025 (Chair, Finance) | Semi-retired; working part-time with Empower Ageing hosting online programmes for seniors | Member, 30 April 2023 | 3/3 |
| Dr Wee Shiou Liang | Member, 1 May 2025 (Chair, Elderly Services) | Associate Professor, Singapore University of Social Sciences | | 3/3 |
| Ms Teo Hui Ling | Member, 1 May 2025 | Founder, Hui Ling Law Practice | | 2/3 |
| Dr Kang Lu-ming Trivina | Member, 1 May 2025 | Associate Dean, Professional and Leader Development, NIE/NTU. Senior Lecturer, Policy, Curriculum and Leadership Academic Group, NIE/NTU | | 2/3 |
| Dr Shirley Ooi Beng Suat | Member, 1 May 2025 | Senior Consultant, Emergency Medicine Department, National University Hospital | | 3/3 |
| Mr Tan Jen Wei Christopher | Member, 1 May 2025 | Managing Director, Pan Delta Controls | | 3/3 |

• **Advisors & Ex-officio (1 May 2025 – 31 December 2025)**

| Name | Current Appointment | Occupation | Attendance |
|----------------------------|----------------------------|---|------------|
| Rev Dr Bernard Chao | Ex-Officio, 1 January 2025 | Pastor-in-charge, Fairfield Methodist Church | 2/3 |
| Mr Zhou You Chuan Mark | Ex-Officio, 1 May 2025 | Chief Investment Officer, Golden Energy and Resources Pte Ltd | 3/3 |
| Mr Chan Chee Chew Benjamin | Advisor, 1 May 2025 | Retired | 2/3 |
| Dr Cheah-Foo Fung Fong | Advisor, 1 May 2025 | Executive Director, Filos Community Services | 2/3 |
| Mr Tan Guan Seng | Advisor, 1 May 2025 | Director, Pan Delta Controls Pte Ltd | NIL |

Term Limit of Management Committee

The composition of the YCC Management Committee is balanced with experienced board members that have in-depth understanding of the local community needs and character and new board members for board renewal over time. The Treasurer or Financial Committee Chairman (or equivalent) has a term limit of four years.

Management Committee members who have served more than 10 consecutive years include the following:

| Name | Years of service | Reasons for extensions |
|---------------------------|------------------|--|
| Dr Wee Shiou Liang | 18 | Shiou Liang has the relevant experience and expertise in elder care and healthy ageing practices that YCC needs to continue to guide our service in this area. Passionate and experienced in leading and working with stakeholders on research, implementation, evaluation and dissemination in the areas of health services-system, geriatrics (frailty and cognition), care model and integration, public health and exercise science. |
| Mr Loh Yew Chiong | 14 | Yew Chiong has relevant experience in leadership, administration and counselling within the higher education sector, which will contribute to YCC services for Youth. He has assumed the role of President for 2 years and has supported the expansion of Yong-en into two additional community spaces. |
| Mr Lum Tuck Cheung Elvin | 14 | Elvin has over 16 years of corporate Human Resource experience in various industries and sectors. He has been involved with the social service sector in the capacity as a volunteer in various ad hoc (leadership) positions for over 25 years. |
| Ms Margaret Ngoi Ming Kin | 12 | Margaret has been involved in family related work for the past 3 years and has been a civil servant for the past 25 years. She brings valued experience of the social service, administrative and management experience to the board. |

Board Selection & Recruitment Policy

The nomination of Management Committee members is governed by the Society's constitution, and all members are subject to election at the Annual General meeting every two years. The Society is working on a renewal plan for the Management Committee to groom new Board members for the future Management Committee elections.

Training and Evaluation Policy

YCC Management Committee conducts board evaluation and coaching exercise periodically facilitated by organisations such as Centre of Non-Profit Leadership's BoardPulse programme, to further strengthen our leadership capability and capacity.

| | |
|--|--|
| Finance Committee | The Finance Committee is responsible for |
| Chairperson Ms Pearl Pang (Chairperson) | Advise and make policy recommendations to MC in the area of the Finance of YCC, and to undertake any related tasks assigned to it by the MC. Its aim is to develop and review policies and procedures which meet statutory requirements and follows best practices relating to the financial health of YCC. |
| Members Ms Dorothy Lim Mr George Heng Mr Tan Guan Seng Mr Hui Tong Wah, Paul Mr Loh Yew Chiong | Finance Accounting System. To ensure a sound financial accounting system, supported by proper accounting policies and procedures, is in place to record accurately and fairly the revenues, expenses, assets, and liabilities related to or belonging to YCC. |
| | Statutory Requirements. To ensure that the financial statements and reports generated from YCC's financial accounting system are in compliance with requirements in the Charities Act (cap 37) as well as relevant accounting standards. |

| | |
|---|--|
| | <p>Investment Policy. To ensure that funds parked in YCC's Reserves Fund and Education Fund accounts are gainfully invested.</p> <p>Budgeting. To supervise the preparation of YCC's annual budgets which are to be approved by the MC, thereafter monitor, on a periodic basis, the actual performance against the budget numbers.</p> <p>Asset Management. To ensure that physical assets, e.g. cash and office equipment, kept within the premises of YCC, whether belonging to YCC or in YCC's custody are adequately protected against theft or physical damage.</p> |
| <p>Governance Committee</p> <p>Chairperson Ms Margaret Ngoi Ming Kin</p> <p>Members Ms Daisy Lee Ms Teo Hui Ling</p> | <p>The Governance Committee is responsible for</p> <p>Advise and make policy recommendations to MC regarding any governance, best practice or best conduct-related matter, including matters related to the Constitution, code of conduct, whistle blowing policy and Code of Governance.</p> <p>Assist the MC in fulfilling their oversight responsibilities by reviewing and reporting on the financial reporting process, system of internal control, management of financial risks and audit process.</p> <p>Internal control by assisting the MC in discharging its statutory and other responsibilities on internal controls, financial and accounting matters, operational and compliance controls, business and financial risks management policies and systems. To ensure that a review of the effectiveness of the same (which may be carried out by the external or internal auditors) is conducted at least annually.</p> <p>Financial Reporting by reviewing the quarterly financial statements (including the annual financial statements and any significant financial reporting issues to ensure the integrity of the financial statements) and any formal announcements relating to YCC's financial performance with the executive management and the external auditors.</p> <p>Internal and external audit by reviewing the audit plans of the external and internal auditors in ensuring that audit resources are allocated according to the key business and financial risk areas, focusing on optimum coverage and efforts between the external and internal auditors. To review the external and internal auditors' reports and oversee the implementation of action plans by executive management.</p> <p>Whistleblowing Arrangements by reviewing the arrangements which staff, volunteers and external stakeholders may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters and to ensure that there is independent investigation of such matters and appropriate follow-up actions.</p> |

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| <p>Human Resource Committee</p> <p>Chairperson Mr Lum Tuck Cheung Elvin</p> <p>Members Ms Mah Koon Sin Mr Hui Tong Wah, Paul Mdm Shermaine Loh Wai Fun Mr Patrick Ng Weng Fai</p> | <p>The Human Resource Committee is responsible for</p> <p>Advise and make policy recommendations to MC, which is concerned with the staff members of YCC, and to undertake any related tasks assigned to it by the MC. Its aim is to develop and review policies and procedures which shall enable all staff to contribute to the best of their abilities, both individually and collectively, to the short and long-term success of YCC and to assist all staff in achieving their full potential.</p> <p>Legislative Environment. To monitor and review, and report to the MC on an ongoing basis, changes in the internal and external environment so that YCC may anticipate and appropriately respond to these changes and ensure that its objectives are achieved in the most effective and efficient manner.</p> <p>Staff Planning and Appointments. To review the short and long-term staffing plans of YCC and co-ordinate and propose to the MC any amendments in staffing plans.</p> <p>Recruitment and Selection. To review recruitment and selection procedures to ensure that YCC's policy and practice are consistent with best practice and procedures.</p> <p>Pay, Reward & Recognition and Conditions of Employment. To develop policies in regard to pay, reward & recognition and conditions of employment, organisational structures and promotion procedures for staff. These policies shall be reviewed in the context of both the internal and external environments such as that of the Social Service sector, Ministry of Health and other SSAs.</p> <p>Staff Annual Review. Develop a Performance Review System for salaries and bonuses, monitoring and making recommendations to the Management Committee (MC). This will be achieved by convening at the final meeting of each year to review and report findings for MC's review and approval.</p> <p>Staff relations. To review and develop policies - general policies, procedures and regulations affecting employees of YCC for approval by MC.</p> <p>Staff Career development and Training. To develop and monitor the implementation of policies which will support all members of staff to reach their professional and career aspirations.</p> |
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| <p>Elderly Services Committee</p> <p>Chairperson Dr Wee Shiou Liang</p> <p>Members Mdm Shermaine Loh Wai Fun Dr Cheah-Foo Fung Fong Dr Tsai Kuo Tsing Ms May Low Mee Kong</p> | <p>The Elderly Services Committee is responsible for</p> <p>Advise and make policy recommendations to MC relating to the services provided by YCC for the elderly. The purpose is to ensure the elderly services provided and being developed are relevant and needful, promoting the physical, psychological, and spiritual well-being of the elderly.</p> <p>Government policies relating to the elderly. The Singapore government continuously reviews and publishes new policies and initiatives for the elderly. The role of the committee is to keep abreast of such changes to advice the MC for effective decisions.</p> <p>Sources of funding. Opportunities for funding for programmes often arise. Together with the staff of YCC, such opportunities should be examined and were found suitable raised to the MC.</p> <p>Current demographics. The elderly clients that use and benefit from YCC change over time and their needs will evolve. It is essential that the MC is kept informed of such changes so that resources can be effectively allocated.</p> <p>The quality and effectiveness of the programmes developed and run by the Elderly Services. Evaluation and review of the services should be performed at least annually (or bi-annually should the need arise) to assess its effectiveness, monitor the quality of service and to recommend work improvements. This review should be conducted in a constructive manner in collaboration with the staff with the view of potentially recommending to the MC changes to resource allocation.</p> <p>New services and programmes for the elderly. Innovations and programmes need to be refreshed according to the needs of the elderly. The sub-committee provides oversight to ensure efficacy of such initiatives, updating and to make recommendations on such programmes to the MC.</p> <p>Financial prudence in the operations of the services. Elderly services involve significant resource spending out of charitable donations. The fiduciary duty of the sub-committee is to ensure that such spending is prudent and necessary for the running of the elderly services and to recommend measures to improve its cost effectiveness.</p> <p>Staffing requirements and development. The elderly services sub-committee will coordinate with the Human Resource sub-committee on all personnel matters of the elderly services group. These will include the hiring of new staff, staff discipline and staff development.</p> |
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| <p>Community Relations Committee</p> <p>Chairperson Mr Che Kok Ho Lawrence</p> <p>Members Mr Loh Yew Chiong Dr Trivina Kang</p> | <p>The Community Relations Committee is responsible for</p> <p>Advise and make policy recommendations to MC regarding:</p> <p>Assisting in opening doors/connecting with potential donors/organisations, influencing major donors for YCC's cause.</p> <p>Planning of fund-raising events and establishing partnerships with organisations to raise adequate financial resources for YCC to achieve its mission.</p> <p>All publicity communications outside of YCC and to advise on collaterals for public communications.</p> <p>Raising awareness and providing the platform for FFMC members and other similar partners in engaging with and helping YCC beneficiaries.</p> <p>Providing leadership and oversight to volunteer engagement and retention.</p> <p>Reviewing the work of volunteers and coordinating with YCC's Community Relations staff for volunteers in the promotion and effective deployment of volunteers.</p> |
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| <p>Family Services Committee</p> <p>Chairperson Mdm Shermaine Loh Wai Fun</p> <p>Members Ms Caleigh Gilchrist Ms Yip Lai Kuen Ms Rebecca Loh Dr Kang Lu-ming Trivina Mr Christopher Tan</p> | <p>The Family Support Services Committee is responsible for</p> <p>Advise on new government initiatives, make policy recommendations to MC relating to the services provided by YCC for elderly, disadvantaged individuals and families in counselling, social work and referrals. The purpose is to ensure that the FSS provided and being developed are relevant and needful, promoting the physical, psychological, emotional, and spiritual well-being of the elderly, disadvantaged individuals and families in a holistic, person-centred and integrated approach.</p> <p>Government policies relating to the needy. The Singapore government continuously reviews and publishes new policies and initiatives for the needy. The role of the committee is to keep abreast of such changes so as to advice the MC for effective decisions.</p> <p>Sources of funding. Opportunities for funding for programmes often arise. Together with the staff of YCC, such opportunities should be examined and were found suitable raised to the MC.</p> <p>Current studies on needs and demographics. The clients that use and benefit from YCC and the profile of the Chinatown and Bukit Merah communities change over time and their needs will evolve. It is essential that the MC is kept informed of such changes so that resources can be effectively allocated.</p> <p>The quality and effectiveness of the programmes developed and run by the Family Support Services. Evaluation and review of the services should be performed at least annually (or bi-annually should the need arise) to assess its effectiveness and monitor the quality of service and to recommend work improvements. This review should be conducted in a constructive manner in collaboration with the staff with the view of potentially recommending to the MC changes to resource allocation.</p> <p>New services and programmes for the elderly, disadvantaged individuals and families. Innovations and programmes need to be refreshed according to the needs of the different groups who will benefit from the FSS. The sub-committee provides oversight to ensure efficacy of such initiatives, updating and to make recommendations on such programmes to the MC.</p> <p>Financial prudence in the operations of the services. FSS involves resource spending out of charitable donations. The fiduciary duty of the sub-committee is to ensure that such spending is prudent and necessary for the running of the FSS and to recommend measures to improve its cost effectiveness.</p> <p>Staffing requirements and development. The FSS sub-committee will coordinate with the Personnel sub-committee on all personnel matters of the FSS. These will include the hiring of new staff, staff discipline and staff development.</p> |
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Conflict of Interest Policy

A system of checks and accountability is in place to ensure corporate governance. YCC has a conflict-of-interest policy that applies to the Management Committee, sub-committees, and staff.

Members of the Management Committee and sub-committees, as well as YCC's staff have to make conflict-of-interest declarations annually. Management Committee and sub-committee members, and staff must inform YCC's Secretary of the Management Committee any changes to their interests during the year, while staff should inform Human Resource.

At Management Committee meetings, members are reminded to declare conflicts of interest especially in discussions on financial transactions of the charity. Those who declare conflicts of interest are refrained from voting and participating in the discussion.

Declaration of any vested interests in business transactions or contracts are to be made to the Secretary in the Management Committee, with a copy to the President or to the relevant Chairperson of the sub-committee, where applicable. In instances involving the Secretary to the Management Committee, the declaration is to be made to the President. Upon declaration, members may participate in any quotation/tender exercise, but must not be involved in the administration, evaluation, and award of offer. The Management Committee reserves the right to determine whether such persons may participate in the exercise.

Whistle-blowing policy

YCC has a whistle-blowing policy in place to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

Code of Conduct

YCC has a Code of Conduct in place which all members of the Management Committee, sub-committees, employees, and interns uphold throughout their employment or engagement with YCC.

Finance Policy

There are written procedures put in place for Financial Matters such as Procurement Procedures & Controls, Receipting, Payment Procedures & Controls and System for the delegation of authority and limits of approval.

Disclosure of Reserves Ratio

YCC has a reserves policy of at least two times its annual operating budget to meet its operational requirements. The reserve ratio as of 31 December 2025 is 1.70 (2024 = 1.78). Reserves are invested in Singapore dollars fixed deposit.

Disclosure of Planned Timing of Use for Restricted and/or Endowment Funds

Details of the restricted funds received by YCC are contained in our audited financial statements 2025. All the restricted funds received as at the end of 2025 would be used by 2028.

Disclosure of The Nature, purpose, and Amount of Funds received in i) donations in cash (solicited/unsolicited); (ii) donations in kind (solicited/unsolicited); (iii) sponsorships; (iv) grants; and (v) others.

Our audited financial statements which are part of our filings and available for the public to review, already disclose donation amounts, grants from government, and donation in kind.

Disclosure of Remuneration of Three Highest Paid Staff

The table below shows the number of staff receiving remuneration exceeding \$100,000 for 2025:

| Annual remuneration salary band | FY 2024 | FY 2025 |
|---------------------------------|---------|---------|
| \$101,000 - \$200,000 | 3 | 2 |
| \$201,000 - \$300,000 | 0 | 1 |

None of the above staff serve as a voting member of the Management Committee.

Disclosure of The Process for Setting Remuneration of Key Staff

Yong-en has policies and procedures in place to ensure that no staff member is involved in the setting or approving of his/ her own remuneration.

Disclosure of Remuneration and Benefits received by Management Committee Members

None of Yong-en Management Committee member received any form of remuneration for his or her work contributed to the organisation in the past year, or any time in the past. There is no intention of engaging any of our Management Committee members in any paid-for services.

Disclosure of Paid Staff(s) related to Executive Head or Management Committee

There was no paid staff who are close members of the family of the Executive Head or Management Committee, and whose remuneration each exceeds \$50,000 during the year.

Volunteer Management Policy

Yong-en has in place a Volunteer Management Policy guided by NCSS recommended practices to provide overall guidance and direction to staff and volunteers engaged in volunteer involvement and management efforts. The Policy includes but is not limited to the Recruitment, Deployment and Exit processes, Roles and Responsibilities of volunteers and Code of Conduct for the Volunteers.

All volunteers will be briefed and onboarded by the relevant staff; a channel of communication is available to support the volunteer engagement. All volunteers are required to observe the code of conduct and guidelines as stipulated in Yong-en's Volunteer Management Policy.

Disclosure of Information on Fundraising Events & Fundraising Efficiency Ratio

| Fundraising Activities / Fundraising Period | Funds raised | Targeted beneficiaries | Expense incurred | Efficiency Ratio |
|---|--------------|-------------------------------------|------------------|------------------|
| Inaugural Lent Campaign: Your Sacrifice, Their Hope (17 February 2025 – 30 April 2025) | \$39,373 | All Yong-en services and programmes | \$419 | 1% |
| SG60: Improving Lives, Impacting Communities (5 May 2025 to 31 December 2025) | \$220,274 | All Yong-en services and programmes | \$1,763 | 1% |
| Yong-en's 23rd Charity Golf (29 May 2025 to 31 August 2025) | \$329,541* | All Yong-en services and programmes | \$111,361* | 35%* |
| With Love, Chinatown 2025 (13 October 2025 to 31 December 2025) | \$246,085 | All Yong-en services and programmes | \$288 | 1% |

*Excluding in-kind donations from both income and expenses, total funds raised amount to \$288,399, with expenses incurred of \$70,218.55, resulting in an efficiency ratio of 24.35%.

Governance Evaluation Checklist (Tier 2)

| SN | Call for Action | Code ID | Did the charity put this principle into action? | If you have indicated "No" or "Partial Compliance", please explain. | Score |
|---|---|---------|---|---|-------|
| 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 | Yes | | 2 |
| 2 | Develop and implement strategic plans to achieve the stated charitable purposes. | 1.2 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 6 | The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness. | 2.2 | Yes | | 2 |
| 7 | Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment. | 2.3 | Yes | | 2 |
| 8 | Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity. | 2.4 | Yes | | 2 |
| 9 | Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years. | 2.5 | Yes | | 2 |
| 10 | Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. | 2.6 | Yes | | 2 |

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| | ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer. | | | | |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 13 | The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report. | 2.9a 2.9b 2.9c | Yes | | 2 |
| 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. i. 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 17 | Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly. | 3.3 | Yes | | 2 |
| 18 | Ensure that no staff is involved in setting his/her own remuneration directly or indirectly. | 3.3 | Yes | | 2 |
| 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 | Yes | | 2 |

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| 20 | Take into consideration the ESG factors when conducting the charity's activities. | 3.5 | Partial Compliance | YCC does consider ESG factors when conducting charity activities but in a less regularised manner. Will need more time to institutionalised it into its regular reporting. | 1 |
| 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). | 4.1a | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |

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| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 34 | 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. 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 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 | Yes | | 2 |
| 37 | Listen to the views of the charity's stakeholders and the public and respond constructively. | 6.2 | Yes | | 2 |
| 38 | Implement a media communication policy to help the Board and Management build positive relationships with the media and the public. | 6.3 | Yes | | 2 |

Total Score 75

Percentage = (Total Score/Full Marks of 76) x 100% 99%

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