care corner

Care Corner Singapore Ltd

ANNUAL REPORT FY2025

Meaningful care is most powerful when people come together. Across every stage of life, we journey alongside those we serve, offering a seamless continuum of support that holds them through life's changing seasons. Like a sheltering canopy, we aim to provide a steady presence and a shared space where care, belonging and hope take root and grow.

This year's *Under One Canopy* brings this vision to life. Strengthened by the collective compassion of our community and partners, this shared space becomes more than support — it becomes connection, resilience, and strength. Under our canopy, every contribution is valued, every story matters and every step forward is taken together.

UNDER ONE CANOPY

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About Us

Founded in 1981, Care Corner is a non-profit organisation with Institution of a Public Character (IPC) status. Woven into the fabric of the community, we work with community partners, donors and volunteers to uplift lives of the marginalised. Through integrated services for children, youths, families and seniors, we provide a holistic continuum of care to see them through life challenges.

Strategic Thrusts

- To nurture children and youths towards positive self-identity and realise their potential in the community
- To strengthen and empower families and individuals towards improvement in well-being and resiliency
- To care for and support seniors to age well in place

Vision

Care to Every Corner in Singapore

Mission

Building hope and promoting well-being of individuals and families in the community through social and health care services.

Patron's Message

As Care Corner Singapore marks its 45th anniversary, I extend my heartfelt appreciation to the Board, management, staff, volunteers, partners and supporters who have journeyed with the organisation over the years in service of our communities.

In March 2026, I had the opportunity to attend Care Corner's Uplift for Life Ruckathon, and was encouraged by the strong sense of solidarity it reflected. The act of carrying weight together was a simple yet powerful reminder that many individuals and families carry unseen burdens in their daily lives—and that meaningful support begins when we are willing to walk alongside them. Such initiatives reflect Care Corner's commitment to raising awareness, mobilising community support, and giving practical support to those who need encouragement and uplift.

Chan Chun Sing
Coordinating Minister for Public Services
and Minister for Defence,
Patron of Care Corner Singapore

Over the years, Care Corner has played an important role in strengthening social resilience through preventive and upstream efforts. By supporting individuals early, strengthening families, fostering community connections and addressing social isolation and mental health challenges, Care Corner helps break cycles of disadvantage before they become entrenched. This sustained emphasis on prevention reflects a deep understanding that care is most effective when it empowers people and builds long-term resilience.

The theme *Under One Canopy* captures this spirit well. A caring society is not built by any single organisation, but through partnerships and shared commitment across the community, voluntary and public sectors. Care Corner's work demonstrates how collaboration and compassion can come together to support dignity, inclusion and hope. As Care Corner continues its journey, I am confident that it will remain a steady and trusted presence—bringing people together under one canopy and contributing meaningfully to the well-being and cohesion of our communities.

"By supporting individuals early, strengthening families, fostering community connections and addressing social isolation and mental health challenges, Care Corner helps break cycles of disadvantage before they become entrenched.

Chairman & CEO's Message

UNDER ONE CANOPY

Yong Lum Sung
Board Chairman,
Care Corner Singapore Ltd

Christian Chao
Chief Executive Officer,
Care Corner Singapore Ltd

In our previous annual report, when we spoke of *Plant-it-forward*, we reflected on the seeds we were intentionally planting—new programmes, new ideas, and new ways of serving our communities in anticipation of future needs. This year, as Care Corner marks its 45th anniversary, many of those seeds have taken root. Together, they are growing into something larger: a canopy that offers shelter, strength and belonging.

Under One Canopy speaks to what Care Corner has always stood for, and what we are becoming. A canopy is not a single tree. It is made up of many interconnected parts—roots that intertwine underground, branches that support one another, and ecosystems that thrive together. It provides shade not because one part is strong, but because all parts are connected. This is increasingly how we understand social service today.

A New Milestone

As we reflect on 45 years of service, we do so with deep gratitude and humility. Care Corner's journey has been shaped by the trust of the communities we serve, the commitment of our staff and volunteers, and the partnerships we have formed across the sector and with the public and private spheres. While we are proud of how far we have come, this milestone also reminds us of an important truth: the challenges facing individuals, families and seniors today are more complex than ever, and no single organisation can address them alone.

Being Collaborative and Systemic

Increasingly, meaningful impact requires us to think and act beyond individual programmes. It calls for collaboration, coordination and systemic approaches that place people—not organisations—at the centre. Under one canopy, we recognise that shared purpose must take precedence over individual effort, and that outcomes are strongest when responsibility is shared.

This belief is shaping the way Care Corner works and partners today. Through regional partnerships with agencies providing family and seniors services, we are strengthening collective responses around families with complex needs, and integration of services to care for an ageing population. Our involvement in the Age Well Neighbourhood initiative in Toa Payoh reflects a place-based approach to ageing well—one that brings together partners, services and the community to support seniors holistically. We have partnered with two other social service agencies, Fei Yue Community Services and Allkin Singapore to form the Innovation Collective. Together, we are testing new ideas and sharing insights so that the sector can move forward together.

Collaboration, for us, is not simply a necessity—it is a strategic choice. It allows us to scale impact, reduce fragmentation, and build systems of care that are more resilient and responsive. It requires openness, trust and a willingness to learn continually from one another. These are commitments we continue to make, under one shared canopy.

Use of AI and Data

At the same time, we are operating in a period of rapid change. Advances in technology, particularly in data and artificial intelligence, are reshaping how organisations function and how individuals live and work. At Care Corner, we are exploring how these tools can support better decision-making, improve coordination and enhance service delivery—while remaining deeply grounded in ethics, integrity and compassion. Equally important is our role in helping clients navigate this disruption, ensuring that digital transformation does not deepen existing divides, but instead equips individuals and families with skills, confidence and access.

Through it all, our anchor remains unchanged. Care Corner exists to walk alongside those facing life's transitions and challenges, offering care that is respectful, empowering and rooted in relationships. Technology may evolve, and systems may change, but the human connection at the heart of social service will always matter.

Building the Canopy, Together

We approach the future with optimism and a deep sense of shared responsibility. The work of building social good cannot rest with any single organisation; it will be shaped by how attentively we listen to our communities, how courageously we collaborate with one another, and how intentionally we choose to grow together.

In this spirit, we extend our deepest gratitude. To our donors and supporters, your belief in our work enables care to reach those who need it most. To our partners, thank you for listening, learning and shaping meaningful solutions alongside us under one shared canopy. And to our staff and volunteers, your dedication, compassion and courage remain the true measure of our impact.

It is this collective effort that gives us confidence—not in what we can accomplish alone, but in what we can build together. Under one canopy, anchored by shared purpose and strengthened through partnership, we remain committed to nurturing a more caring and resilient society for all.

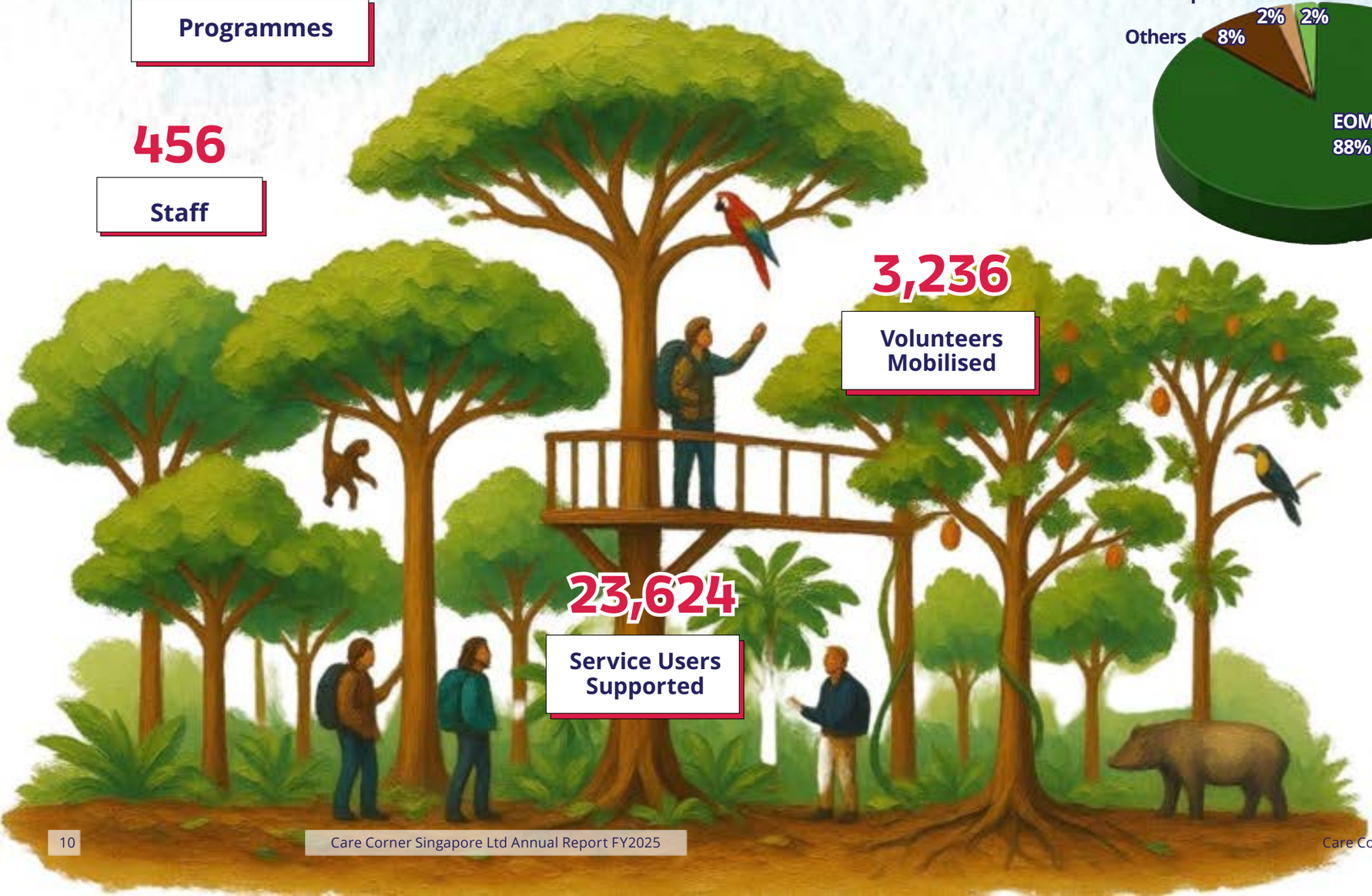
Total Impact

23
Care Locations

18,955
Individuals Engaged through Outreach

24
Programmes

456
Staff



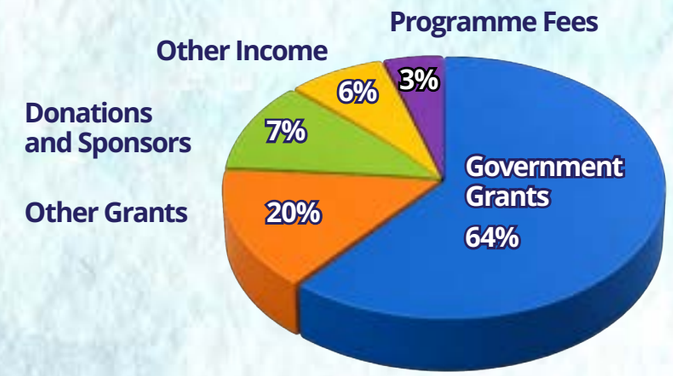
3,236
Volunteers Mobilised

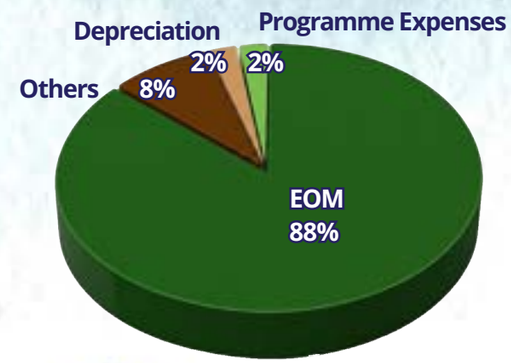
23,624
Service Users Supported

Summary of Financial Performance

Total Income

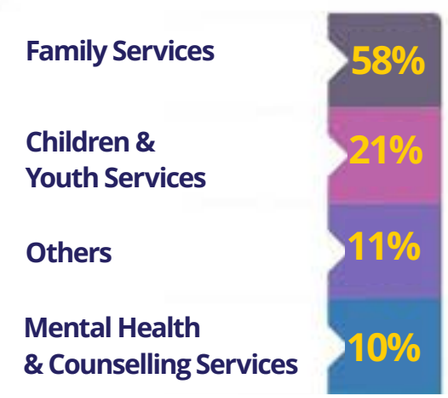
S$ 50,268,443





Total Expenses

S$ 47,842,988



Major Financial Transactions

FINANCIAL ASSETS -
MONEY MARKET BONDS AND TREASURY BILLS
S$ 2,791,307

Highlights of the Year

1

Apr 2025

Ranked Top 250 Best Employers for 2025

We are honoured to be placed #235 on a local employer study which recognises the 250 highest-scoring employers. This award affirms our commitment to caring for our employees through a purposeful, developmental and supportive workplace.

2

Apr 2025

Appointment as AAYS Provider

Appointed by the Ministry of Home Affairs as the service provider of the Appropriate Adult Scheme for Young Suspects (AAYS), we train and activate Appropriate Adult volunteers to support young persons under 18 during police or law enforcement interviews, ensuring their well-being.

3

Apr 2025

Expanded Reach with Family Service Centre (Punggol)

We expanded our reach in the North-East region with our new Family Service Centre in Punggol, supporting individuals and their families through casework addressing financial, housing, employment and social challenges, while strengthening resilience and de-escalating risks.

4

Jul 2025

Heads-UPP Consultancy to NUHS

To extend National University Health System's (NUHS) reach of preventive social-health support for children from low-income families, we commenced consultancy support for them to independently implement the HEAlth and Development SUpport in Preschool Partnerships (HEADS-UPP) model. The collaboration focused on embedding sustainable social-health functions within healthcare teams while strengthening the evidence base to inform future policy.

5

Sep 2025

Youth Services Learning Fest 2025

We organised Learning Fest 2025 to share approaches on supporting adolescents with over 150 educators, social service practitioners, and community partners. It included sharing insights, youth stories from our MindBlown programme, and workshops to deepen understanding of adolescent challenges and improve support systems.

6

Oct 2025

Digi Fest (North Region)

Hosted our first ever Digi Fest (North Region), bringing together over 50 participants from six social service agencies. Through lightning sharings and cross-agency dialogue, participants exchanged ideas on leveraging technology and innovation to enable more human-centred and effective service.

7

Oct 2025

Project Kick-Off

Partnering StarHub, our youths co-organised a football tournament, building leadership, teamwork and problem-solving skills over five months. The initiative reached over 100 youth participants.

8

Nov 2025

Graduation of ASPIRE 2026 Cohort

Our ASPIRE programme, a joint initiative between Care Corner Youth Services and funder LEAP201, supports Primary 6 students from lower-resourced families through small-group tutoring and mentoring to strengthen their academic readiness and confidence as they prepare for transition to secondary school.

9

Dec 2025

Christmas Family Carnival

Supported by volunteers from our Project Love Your Neighbour initiative, our annual Christmas Family Carnival brought families together to create memories through fun activities and creative performances.

10

Jan 2026

Large-Scale Lunar New Year Home Cleaning

More than 130 volunteers and partners were mobilised through our Volunteer Centres in Tampines, Toa Payoh and Woodlands to clean more than 50 homes of seniors who live alone and/or have limited mobility, improving their comfort ahead of Lunar New Year celebrations.

11

Mar 2026

Uplift for Life Ruckathon

On 28 March 2026, more than 2,000 participants rucked 5km at our signature fundraising Ruckathon. Over $1.08 million was raised to fund our preventive and developmental programmes, helping us uplift lives and overcome cycles of disadvantage, frailty, social isolation and mental health challenges.

12

Mar 2026

Outstanding Social Work Award 2026

Two of our social workers received the Outstanding Social Work Award (Practice Research), recognising our team's impactful research on adolescent development and women's decision-making post-separation, reinforcing our commitment to integrating research with practice for better outcomes.

Our Innovation Journey

At the heart of innovation is a culture of curiosity, learning, and experimentation. Our Service Development & Innovation (SDI) team strives to turn ideas into practice, build organisational capability, and strengthen our community impact.

Building a Culture of Innovation

Organisational Culture

In FY2025, we entered a new phase of interdisciplinary innovation by bringing together our **Innovation Squad** and our **Practice Research and Implementation Unit**.

Ensured that our projects pushed the boundaries of service delivery, while remaining grounded in frontline realities

Developed an innovation engine anchored in structured practices: design thinking, experimentation, prototyping, validation, and continuous improvement

Nurtured a culture of innovation that encouraged our staff toward curious mindsets with increased readiness for change and experimentation

Catalysing Internal Strategic & Service Projects

Internal Transformations

Strategic projects enable us to turn intent into action by testing ideas, piloting approaches, building capabilities, and generating new insights.

1 AI Data Analytics

- Leveraged data efficiently to make evidence-informed decisions that shape services, reducing barriers of time, effort and technical expertise
- **DeScribe tool** provided charts that make data easier to understand, helping users identify trends and patterns more quickly

2 Preventive Developmental Work

- Strengthened our ability to anticipate needs earlier, build protective factors, and support more positive life trajectories
- Developed **PDW Playbook** as a shared reference for implementing upstream programmes, with 85 staff across services to equipped to apply preventive and developmental thinking

3 Reimagining Space

- Developed a set of organisational narratives and values to guide the design of future Care Corner spaces
- Created a **bespoke design playbook** that translates our C.A.R.E. (Connected, Assured, Restorative, Empowering) principles into tangible spatial design

4 AI Social Service Partner

- Developed **Weave**, an AI thinking partner that helped practitioners think holistically through synthesising notes, recordings and assessments into documentation
- Facilitated clarity and efficiency through identifying key issues, finding connections, and producing case plans from recordings and notes

Transforming Service Delivery

Community Impact

Advanced evidence-informed practice by conducting the *Building Pathways to Potential* practice research study, generating deeper insights into the key conditions that enable positive adolescent development

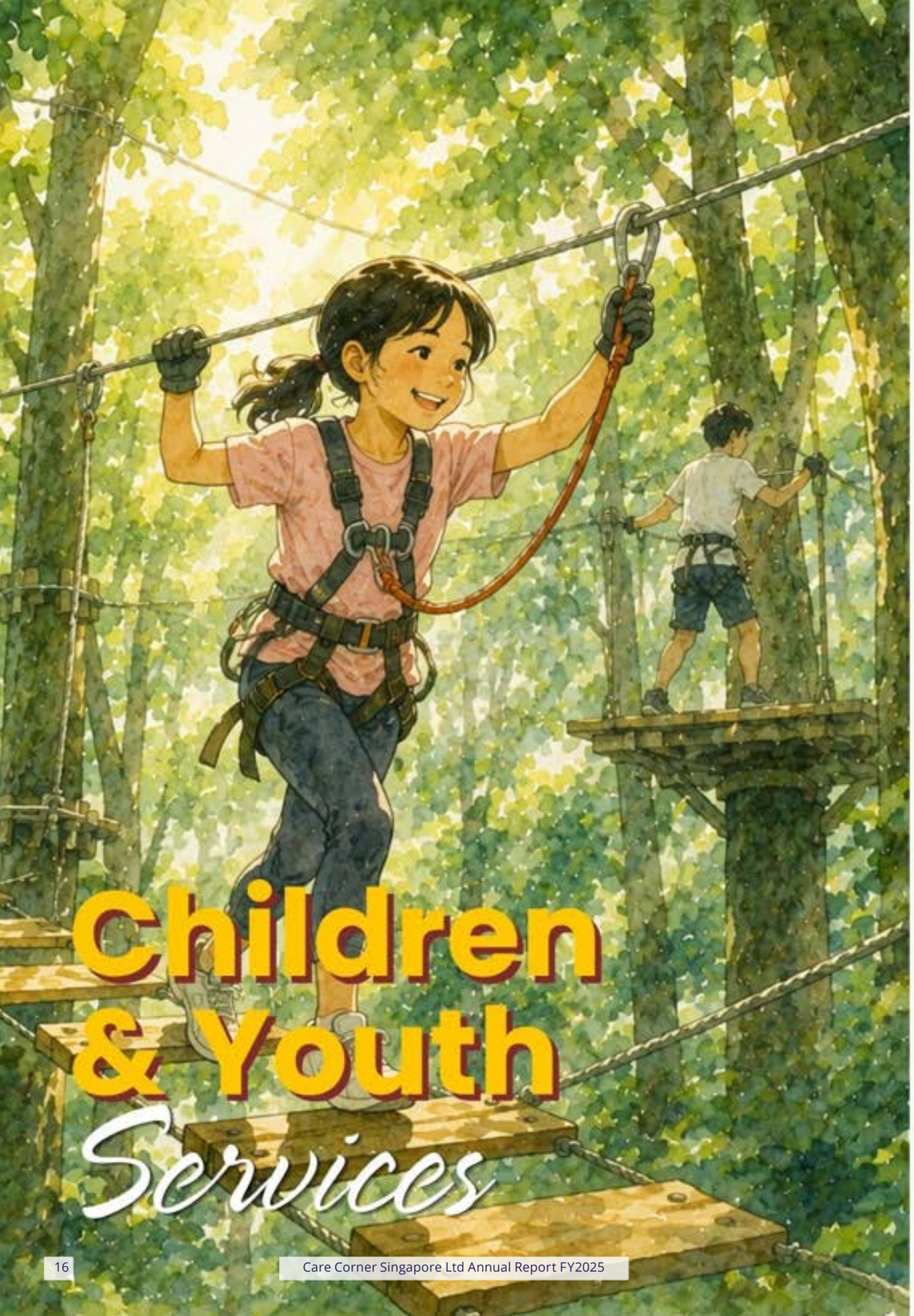
Translated research into action by applying findings to a four-year programme for adolescents (*MindBlown*), strengthening programme design, service delivery, and youth engagement approaches across multiple regions

Built lasting developmental outcomes with adolescents demonstrating sustained confidence, resilience, and life skills beyond the *MindBlown* programme

Trailblazing Sectoral Innovation

Sector Leadership & Future-directed Agency

We hosted our first DiGiFest (North Region), bringing together more than 50 participants from seven social service agencies to exchange ideas on technology and innovation in social services. Across agencies, 15 projects were shared through lightning sessions and hands-on stations, showcasing innovations in four key areas: connecting with clients, empowering users, equipping practitioners, and optimising administration.



Children & Youth Services

Early Childhood Development for Underprivileged Children

- HEADS-UPP
- KidSTART
- Circle of Care Consultancy

Support for Children with Learning and Special Needs

- Learning and Special Needs

Safe and Conducive After-School Care

- Student Care Centres

Meaningful Engagement to Build Adult-Ready Life Skills

- Coping Capabilities (GEMS)
- Learning Capabilities (ASPIRE, X-QUEST)
- Positive Engagement in School (GearUP, After-School Engagement)

Strategic Outreach and Mentorship for Disengaged Adolescents

- Street Outreach (YouthGO!)
- Managing School Absenteeism (Enhanced Step-Up)

Rehabilitation for a Brighter Future

- Rehabilitation for Youth Offenders (Guidance Programme, Streetwise Programme, Enhanced Streetwise Programme)

Our Service Impact

Service Users Supported	5,396
Individuals Engaged Through Outreach	1,010
Volunteers Mobilised	452

Early Childhood Development for Underprivileged Children

Every child deserves a good start in life and equitable opportunities to achieve their fullest potential. Yet, research has shown that children from underprivileged families have poor access to resources and networks, and achievement gaps can start as early as from birth.

By investing in early preventive and developmental support for preschool aged children, we can address issues of social inequality and mobility, and make a lifelong difference.

Our Programmes:

- HEADS-UPP
- KidSTART
- Circle of Care Consultancy

HEADS-UPP

The HEAlth and Development SUpport in Preschool Partnerships (HEADS-UPP) programme is a collaboration between Care Corner Singapore, the National University Health System (NUHS), and PCF Sparkletots.

It brings together healthcare, early childhood education, and social services to deliver preventive, upstream support for children and their families from low-income backgrounds, while building system capability for sustained impact.

How We Support

Earlier Identification and Access to Support

253

children reached, with more than half newly identified as needing referrals for health and development related interventions

Improved Linkages to Care

>50%

of children and families from less resourced backgrounds were connected to health and/or social support systems

Stronger Caregiver Capacity and Well-being

228

caregivers coached, improving their confidence in supporting their child's development

High Family Trust and Engagement

100%

parents* reported positive feedback, reflecting trust and appreciation for the integrated support

Sustained Impact Through Capability Building

170

training sessions and consultations provided to scale support sustainably across six preschools

**Survey of parents who completed the HEADS-UPP programme in FY25*

Spotlight: Sustaining Impact Through System Integration

HEADS-UPP has evolved beyond a direct service model into a sustainable approach embedded within the community ecosystem to extend the reach of preventive social-health support.

As Care Corner provides consultancy support to the National University Health System (NUHS) team to independently implement the HEADS-UPP model, the work is guided by two objectives:

- **Scaling deep** focuses on embedding social-health functions within existing health teams through knowledge transfer, capability building, and sustainable, context-specific workflows, with emphasis on maternal mental wellness and access barriers.
- **Scaling out** expands participation to strengthen the research base for NUHS' HEADS-UPP study and inform future policy. Participation across schools has been progressively focused, with 12 schools in FY2023, 7 in FY2024, and 4 in FY2025, enabling depth of integration while sustaining reach and impact across the West region of Singapore.

> This dual approach ensures that upstream, social-health integrated support becomes part of regular practice—allowing more children and families to benefit from early intervention and coordinated care over time.

KIDSTART

KidSTART @ Care Corner provides postnatal support to families with young children between 0 to 6 years old by promoting child development, strengthening parenting capacity and parent-child relationships, and facilitating access to community resources where needed.

Care Corner Singapore is the appointed Social Service Agency anchoring KidSTART in the Woodlands, Sembawang, Tampines and Pasir Ris regions.

How We Support

Early Childhood Focus during Critical Window of Development

Supports children aged 0–6 during the critical early years to build strong foundations for lifelong health, learning, and development

Early Identification and Intervention

Tracks developmental milestones and uses screening tools to identify developmental and psychosocial needs early

Caregiver Support

673

households' caregivers equipped with child development and parenting knowledge through a structured curriculum

Personalised Family Support

2,426

regular home visits provided to strengthen parents' confidence and ability to nurture their child's strengths

Close Partnerships with Multidisciplinary Partners

>11

close partnerships with community agencies and key stakeholders formed across early childhood, health and social service sectors to provide coordinated, holistic, and timely support for families

Spotlight: Lepak & Learn

Lepak & Learn is a family-centred workshop designed by Care Corner to strengthen parents' confidence, knowledge, and practical skills in supporting their children's development, while nurturing meaningful peer connections among families. The workshop creates a safe and encouraging space where parents can learn, reflect, and grow together.

In FY2025, one run of Lepak & Learn brought together **18 families** – 30 parents and 47 children – across three sessions. While children participated in parallel activities designed to keep them engaged and supported, parents were given dedicated time to focus on conversations around strengthening parent-child engagement, setting healthy boundaries, and recognising the importance of parental self-care.

What made the programme especially impactful was the programme design, with parents particularly valuing the opportunity to learn alongside peers while their children were meaningfully engaged.

Many highlighted that the sessions offered practical, relatable strategies that they have strong intentions to applying more intentionally at home.

Through Lepak & Learn, our parents gained confidence in meeting their children's needs, recognised the importance of parental well-being, and showed strong interest in participating in future sessions.

93.8%

expressed confidence in applying effective discipline approaches

100%

of parents rated their understanding of self-care highly, compared to 37.5% before the session

CIRCLE OF CARE CONSULTANCY (COCC)

CoCC aims to strengthen the ecosystem surrounding children to support their holistic development. This ecosystem includes parents, educators, social service professionals, and volunteers.

How We Support

Building Capabilities Through Training and Consultancy

236

social service professionals enhanced their skills in supporting young children and engaging parents more effectively, contributing to better developmental outcomes for children

182

educators trained to help children improve executive functioning skills, social-emotional development, and learn according to their learning abilities

Parenting Workshops

366

parents gained practical strategies to support their children's development and transition well to primary school

Parenting Tools

313

parents and practitioners benefitted from our Buddy app, which covers topics like Guiding with Love (Discipline), Primary School Transition Support, and Artful Parenting: Repairing Relationships

Spotlight

Helping Every Child Thrive: Understanding the Heart Behind the Behaviour

In 2025, Care Corner's Circle of Care Consultancy developed a **Social-Emotional Learning (SEL) workshop** conducted across three sessions to help student care centres better understand and support children in their social-emotional development.

The workshops were conducted for Big Heart Student Care and focused on:

- A child's developmental milestones and how that influences their behaviour and learning
- Foundational concepts of how the brain processes and regulates emotions
- Practical whole-brain strategies to support children's self-regulation

95%

of student care staff felt "**Confident**" or "**Totally Confident**" in applying the skills learnt

85%

student care staff participated in the workshops

Support for Children with Special Learning Needs

LEARNING AND SPECIAL NEEDS

Care Corner provides specialised learning support intervention for children with developmental delays by helping them improve their basic academic skills and cognitive functioning.

How We Support

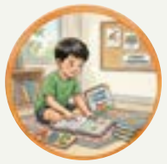
Affordable specialised learning support services conducted by experienced professionals

Caregiver Support

193 parents equipped with practical strategies to better understand their children's learning and behavioural difficulties and how to support them at home

Innovative Multi-Sensory Learning Approaches

Engaging children with learning difficulties through hands-on, multi-sensory activities and manipulatives that make learning concrete, visual and enjoyable



85%
of children show **improvement in literacy skills** after 6 months

83%
of children **from low-income families** show improvement in literacy skills after 6 months

86%
of children show **improvement in numeracy skills** after 6 months

95%
of children show **improvement in confidence**

95%
caregivers feel supported and/or confident in parenting their children

Uplifting Potential, Renewing Hope

Mdm Siti is a tireless caregiver. Besides looking after her elderly parents, she is also a mother to five. And four of her children have been diagnosed with different developmental learning needs, from selective mutism and dyslexia to mild intellectual disability and mild autism.

Accessing specialised learning support for her children was a constant challenge because her husband is the family's sole breadwinner. That is, until she was referred to Care Corner's Learning and Special Needs programme.

Care Corner provided subsidised learning support that lightened the family's burdens and helped her children receive affordable, consistent, and sustained assistance.

Through regular learning sessions tailored to individual needs, her children's academic and cognitive skills started improving. They also grew in self-confidence and leadership skills.

The children's remarkable progress was also recognised in school. They received leadership badges, which affirmed their potential. They also started participating more actively in class.

Mdm Siti noticed their positive change at home too. She says: "I see their improvement. They're interested to learn and want to know more." And she feels reassured and hopeful about her children's future.

> "I hope other parents will also go to Care Corner when their children need help. There's no need for you to be scared or keep to yourself."
>
> *~ Mdm Siti*

Safe and Conducive After School Care

STUDENT CARE CENTRES

Our Student Care Centres provide a safe, nurturing and positive learning environment to promote children's holistic development.

For working parents with little or no child-minding help during the workday, our student care centres provide much-needed support. Parents do not have to worry about their young children going back to an empty home and being unsupervised.

How We Support

Academic Learning Beyond Classrooms

176

children supported in academic learning through homework supervision and enrichment activities

Affordable Student Care

48

students received financial bursaries made possible by donors, enabling continued access to student care

Character Development

Inculcate socially-responsible values, cultivate good decision-making and interpersonal skills

Promoting Healthy Habits and Well-being

Nutritious meals, including fruits, milk, and essential vitamins provided

Meaningful Engagement to Build Adult-Ready Life Skills

Our Programmes:

- Coping Capabilities (GEMS)
- Learning Capabilities (ASPIRE, X-QUEST)
- Positive Engagement in School (GearUP, After-School Engagement)

How We Support

Strengthen coping capabilities among adolescents facing challenging situations and intervene early

Increase adolescents' **access to social and emotional support** in school and in the community

Support **autonomy and identity formation**, equipping them with life skills to prepare them for adulthood

Spotlight: Learning Fest 2025

Sharing Practice with the Sector on Strengthening Adolescent Learning and Development

Over the past five years, Care Corner has increased its understanding of how adolescents grow and learn, to better help youth realise their potential and thrive. Guided by research and evidence-informed practices, improved approaches, tools, and programmes were designed to better meet the needs of youth.

Care Corner organised Learning Fest on 9 Sep 2025, to share approaches on supporting adolescents with over 150 educators, social service practitioners, and community partners. Through keynotes and interactive workshops, participants explored these topics:

- Adolescent learning as a "second window of opportunity" grounded in brain development
- Leveraging transitions during adolescence as critical developmental moments
- Strategies for co-regulating with adolescents during stress
- The importance of building executive function skills

"I was part of MindBlown when it started seven years ago, and a highlight has been seeing the youth on stage doing the Q&A and sharing their thoughts about their journey. They have come so far."

~ **Komathi Kesavan**,
Vice-Principal of Xinmin Secondary School

Hear from our youths!

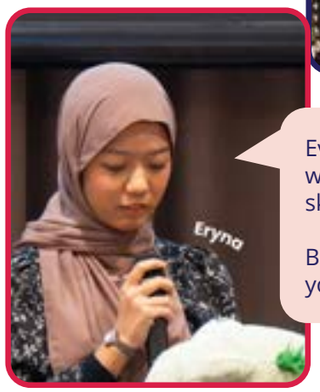
Our MindBlown graduates shared how the programme helped them gain life skills and how adults can better support youth in their learning.

Q: What is that one thing that you want adults to know about adolescent learning?

Must remember that not everyone is at their 100% all the time.

Don't expect them to give the same energy all the time.

Just remember the word **'Fun'**



Everyone is different, we have different coping skills, learning paces.

Be sensitive about what you say...

From Research to Practice

How It All Started: MindBlown Pilot Programme (2021–2024)

MindBlown was a four-year pilot programme through which we explored how best to engage adolescents in meaningful learning.

Key insights from the pilot:

1. Cultivate a **broader support ecosystem for adolescents** by moving beyond programme-based or service-only support to a more holistic approach that includes the wider ecosystem around them, such as families, schools, and community partners
2. Prioritise **support for adolescents and their parents during the secondary school years**, towards strengthening parent-child relationships
3. Design intervention strategies that help **families navigate societal pressures, peer influences, and media exposure**
4. Invest not only in programme content, but also in **creating supportive, autonomy-enhancing environments** where adolescents and parents are encouraged to think critically, reflect on experiences, and learn through both successes and mistakes

Building on Momentum: ASPIRE (2024 - 2025) and X-QUEST (2024 - present)

Following MindBlown, ASPIRE and X-QUEST were developed to support younger adolescents through key academic transitions:

- **ASPIRE (Academic Support and PSLE Readiness)** provides small group tuition and mentoring to Primary 6 students majority from lower-resourced families by fostering self-belief through a supportive learning environment.
- **X-QUEST** is a three-year preventive and developmental programme for children aged 10 to 13 and their parents from low-resourced families. It promotes executive functioning skills for children and parenting confidence, providing them with necessary tools to navigate key educational and developmental transitions.

Growing Together Through Life Transitions

Rebuilding life as a single mother of four was full of challenges for Mdm Linda*.

Having left an abusive marriage a few years ago, she had to juggle the demands of working full-time and solo parenting, while managing financial pressures. She especially felt overwhelmed when it came to supporting her eldest son Timothy through adolescence. Diagnosed with attention deficit hyperactivity disorder (ADHD), he often reacted impulsively, had difficulty managing frustration, and found it challenging to relate to his siblings and peers.

Journeying Together Through X-QUEST

In 2024, Timothy, then aged 11, and his siblings joined Care Corner's X-QUEST programme, a three-year preventive and developmental initiative to help children, aged 10 to 13, from low-income families build executive functioning and social-emotional skills.

Through the programme, the parents and children received:

- **Novel learning experiences through workshops** to acquire and practice executive functioning skills
- **One-on-one mentoring or small-group engagement** to better understand and support their developmental needs
- **Regular home visits** from programme staff to understand and improve family dynamics at home
- **Parenting support** to address parenting concerns
- **Facilitated interactions** between parent and child to foster positive relations in the family
- **Family outings** to provide opportunities for bonding

Strengthening Family Support Systems

She found the home visits by the programme staff to be especially helpful. She says: "The staff spoke to all of us and had one-on-one sessions with my kids to better engage them. They explored their interests, such as jogging and baking, which helped my children feel seen and understood."

She also felt supported as a parent when the staff helped her family work together to create a daily schedule, and shared practical tips for how her family can better bond.

"It really felt like a partnership where we could work towards a win-win situation for both parents and children."

Small Shifts, Meaningful Growth

Over time, Mdm Linda became more confident in parenting her children and building stronger family connections. Her son's behaviour also started to show meaningful change. Instead of focusing only on himself, he learnt to coach his peers patiently, support teammates, and demonstrate teamwork.

> "X-QUEST provided a safe and supportive space for my children to open up, express their thoughts, and share their emotions. That meant a lot to me."
>
> *~ Mdm Linda*

Lasting Impact

Now in Secondary 1, Timothy enjoys football and recently represented his school at the National School Games.

Reflecting on the three-year journey, Mdm Linda says: "The programme has truly benefited both me and my children. It gave me peace of mind knowing they were in a safe environment, learning the right values and receiving good guidance."

*Name has been changed to protect service user's identity

Project KickOff: Building Confidence Through Leadership

Many youths grow up with few opportunities to lead, plan initiatives, or have their ideas heard. Project KickOff was a six-month youth development programme, created to provide opportunities for youths to build confidence, teamwork and leadership skills.

From May to October 2025, sponsored by StarHub, 22 youths in the programme organised a football tournament — by youths, for youths.

Guided by Care Corner staff and StarHub volunteer mentors, the youths built up skills in:

- **Project planning and organisation**, including budget planning, time management, logistics, event coordination
- **Communication and collaboration**, including brainstorming, teamwork, stakeholder engagement, marketing
- **Problem solving**, including adaptability, responding to real-world challenges

> "…I used to be scared to go up to people or share my opinions… but after this programme, I have learnt to be confident."
>
> *- Youth organiser*

The volunteer mentors' generous sharing of expertise helped the youths envision new possibilities and future pathways. During a meet-and-greet with Premier League legend Joe Hart, our youths had the opportunity to ask him questions and learn about his successes, challenges, and motivations that drove him throughout his career.

The programme gave the youths confidence to step forward, contribute ideas, and see themselves as capable leaders. Sometimes, nurturing a generation can begin with planting a seed of belief in a young person's life.

22
Youth organisers involved

100
Youths reached

67
Volunteering hours contributed by StarHub volunteers

Strategic Outreach and Mentorship for Disengaged Adolescents

Our Programmes:

- Street Outreach (YouthGO!)
- Managing School Absenteeism

How We Support

Promote meaningful engagement for adolescents who are disengaged from family and schools

Guide youths in identifying their interests, strengths, and values to explore career pathways that align with their aspirations through diverse platforms such as sports, outdoor educational activities, and vocational skills training

Establish strong social support networks and mentorships to support adolescents in education and employment

Facilitate group mentoring interventions to engage youths, build pro-social relationships, and support positive youth developmen

Rehabilitation for a Brighter Future

Our Programmes:

- Guidance Programme (GP)
- Streetwise Programme (SWP)
- Enhanced Streetwise Programme (ESWP)

How We Support?

Support the rehabilitation, reintegration and restoration of young offenders by providing a safe and transformative environment

Coordinate with community partners to provide the support and resources they need to make a fresh beginning in life, and become responsible and contributing members of society

Help adolescents **manage negative peer influences, practise self-control, make responsible decisions** and take responsibility for their actions

Family Services

Supporting Vulnerable Individuals and Families, to Achieve Stability, Self-reliance and Social Mobility

- Family Service Centres

Helping Couples Build Healthy Marriages

- Marriage Support

Enhancing Positive Parenting Skills in Families

- Parenting Support

Guiding Children and Families through Divorce

- Divorce Support

Protecting Individuals and Families Against Abuse

- Family Violence Protection
- Sexual Violence Recovery Programme

Service Users Supported 13,764

Individuals Engaged Through Outreach 5,579

Volunteers Mobilised 97

Supporting Vulnerable Individuals and Families to Achieve Stability, Self-reliance and Social Mobility

FAMILY SERVICE CENTRES

Our Family Service Centres support individuals, couples and families experiencing social, emotional, relational, safety and financial challenges by working on achieving stability, self-reliance and social mobility.

81%

of clients' self-reliance and resilience capacity are enhanced at case closure

96%

of clients indicated satisfaction on the client feedback form

How We Support

Professional casework intervention and counselling services to overcome challenges and enhance resilience and functioning

Leveraging on community resources to assist individuals and families towards stability, self-reliance and social mobility

Advocate and coordinate help among partner agencies to address individuals and families' complex needs holistically

Provide information and referral services, ensuring individuals and families can access appropriate community resources and specialised services when needed

A Space for Connection Under One Canopy

After a long day, Sharon and Danny sit with their two teenage sons chatting and sharing about their day with no phones in sight.

The ordinary scene belies a remarkable change for the family, one that started in August 2025 when they were referred to **Care Corner Family Service Centre (Punggol)**.

It happened after one of their sons started making choices that put him and others' safety at risk. The couple found themselves struggling to be on the same page about how they should parent and discipline their child.

Supported, Step by Step

It was their social worker, Anna, who guided them to reconnect not just with their children, but also with each other as parents. "Anna helped us to break down and apply strategies for communicating with our children," says Sharon.

Simple but intentional shifts began to take root in their home. No more electronic devices at the dinner table, for example, meant more conversations and connections. Sharon also appreciated how Anna met with her son separately for sessions to help him understand his parents' concern for him.

Learning and Growing

Together Sharon and Danny also participated in a four session-long Parenting in Progress group programme at the Family Service Centre.
They were joined by nine other parents as experienced facilitators guided them to better manage their reactions, habits, and emotions as parents. They also learned how the mental development of teenagers can cause them to have sudden emotional reactions and a strong desire for independence. Understanding these changes helped them set healthy, respectful boundaries with their children, rather than use force like caning.

Nurturing Their Canopy of Care Beyond the Programme

After the programme ended, Sharon and Danny continued to stay in touch with the other parents. They formed their own peer support group where they share struggles, exchange parenting ideas, and celebrate each other's wins.

> "Care Corner has really helped us a great deal in understanding ourselves and supporting our children."

Enhancing Positive Parenting Skills in Families

PARENTING SUPPORT

Families for Life @ Community Programmes:

- Triple P (Positive Parenting Programme)
- Signposts
- Purposeful Play
- Topical Talks

How We Support

Help foster positive parent-child relationships and build parenting competencies through group workshops, seminars and one-to-one consultations

Impart evidence-based strategies to help parents and grandparents build a home environment that promotes their children's development, communication skills and school readiness

A Mother's Testimony

"I learned about the Positive Parenting Program (Triple P) through a talk organised by the school my son attends. I signed up for the programme after receiving feedback from my son's teacher about his behaviour.

The feedback made me realise he needs my support and guidance to develop positive behaviours and improve self-regulation. Through the programme's one-to-one consultation sessions on positive parenting, I had the chance to reflect on my parenting approach and identify areas for improvement.

I also appreciate the safe and supportive learning space that the trainer, Ron Tan, provided. I could openly share my parenting challenges and reflect on how to respond more effectively as a parent."

~ Mdm Lim Wee Hong
Mother of Primary 2 son
Participant of Care Corner Families For Life
Triple P one-to-one consultation sessions

My key takeaways from the programme were:

Acknowledge positive behaviour
It's easy to overlook good behaviour, but recognising and encouraging it helps my child feel confident and stay motivated.

Avoid accidentally reinforcing misbehaviour
I became more mindful of how giving in to my child's unreasonable demands or reacting with extra attention when he misbehaves can unintentionally encourage it.

Using calm, consistent communication
I learned that staying calm works better than reacting with frustration. Parenting is not only about discipline, but also about teaching, guiding, and modelling the behaviour I want my child to adopt.

Helping Couples Build Healthy Marriages

MARRIAGE SUPPORT

Strengthening Families Programmes:

- Marriage Preparation Programme (for Transnational Couples)
- Befriending Programme (Friendship)
- Early Marriage Support Programme (Love Works)
- Mentoring Programme (Dream Weaver)

Families for Life @ Community Programmes:

- Online Prevention and Relationship Education Programme (ePREP)
- Prepare/Enrich Marriage Enrichment Programme (P/E MEP)

84%

of clients achieved at least one counselling goal in case closure at Strengthening Families Programme [Eunos]

91%

of clients achieved at least one counselling goal in case closure at Strengthening Families Programme [Woodlands]

94%

of young and minor couples in the Early Marriage Support Programme **felt prepared for marriage and confident to apply what they had learnt**

How We Support

Provide early marriage and transnational couples **practical skills on building strong marriages and families**, covering communication, parenting, finances, family planning, and conflict management

Help newlywed and soon-to-wed couples **develop communication and conflict resolution skills** to enhance marital relationships

Identify married couples' strength and growth areas using an evidence-based tool, and enable personalized insights for building strong marriages and strengthening family bonds

Mentorship with volunteer couples to support young couples

Family counselling services

Finding Strength in the Storm: Companionship Through a Difficult Season

When Vanessa's 22-year marriage ended in divorce, she found herself struggling to navigate child access, legal costs, and the emotional toll of staying strong for her children.

The burdens overwhelmed her. So, she was thankful when Care Corner stepped in to provide support.

Through the recommendation of a friend, she joined Care Corner's Mother's Support Group for women navigating divorce. Hearing from others going through similar experiences, and learning skills to cope with the loss helped her find her footing.

The support group also gave her a safe space to ask difficult questions without fear of judgement, and to express her genuine emotions. As a result of the companionship, she found reprieve from the pressures of work, domestic affairs, and legal matters.

She says: "What changed for the better was not that all my problems disappeared, but that I felt more grounded, less isolated, and better able to cope."

The diversity of participants in the support group was also helpful to her. There were some who were considering divorce and others who had been divorced for a while. The mix of perspectives gave her helpful insights for healing – whether it be practical advice, emotional insights, or simply the reassurance that difficult seasons would pass.

When sharing about navigating family dynamics during festive periods, Vanessa reflected on how much she missed her children. In that vulnerable moment, she opened up and shared her own story.

"That conversation stayed with me," she recalls. "It helped me step back and see a bigger picture where earlier there had only been fog."

Throughout her journey, Vanessa also appreciated the warmth and professionalism of the Care Corner staff, who helped to create a supportive environment where the mothers felt comfortable speaking openly.

She says: "Care Corner gave me not just support, but companionship in a difficult season."

Her story is a reminder that healing often begins not with answers, but with compassionate companions to journey through the difficult season together.

> "Care Corner gave me not just support, but companionship in a difficult season."
>
> *~ Vanessa, Care Corner service user*

Advancing Child-Centred Practice in Family Conflict Through Experiential Learning

With a growing need for preventive support for children affected by family conflict and divorce, Care Corner Strengthening Families Programme (FAM) designed an experiential workshop for school counsellors and other helping professionals.

The workshop moved beyond theory to:

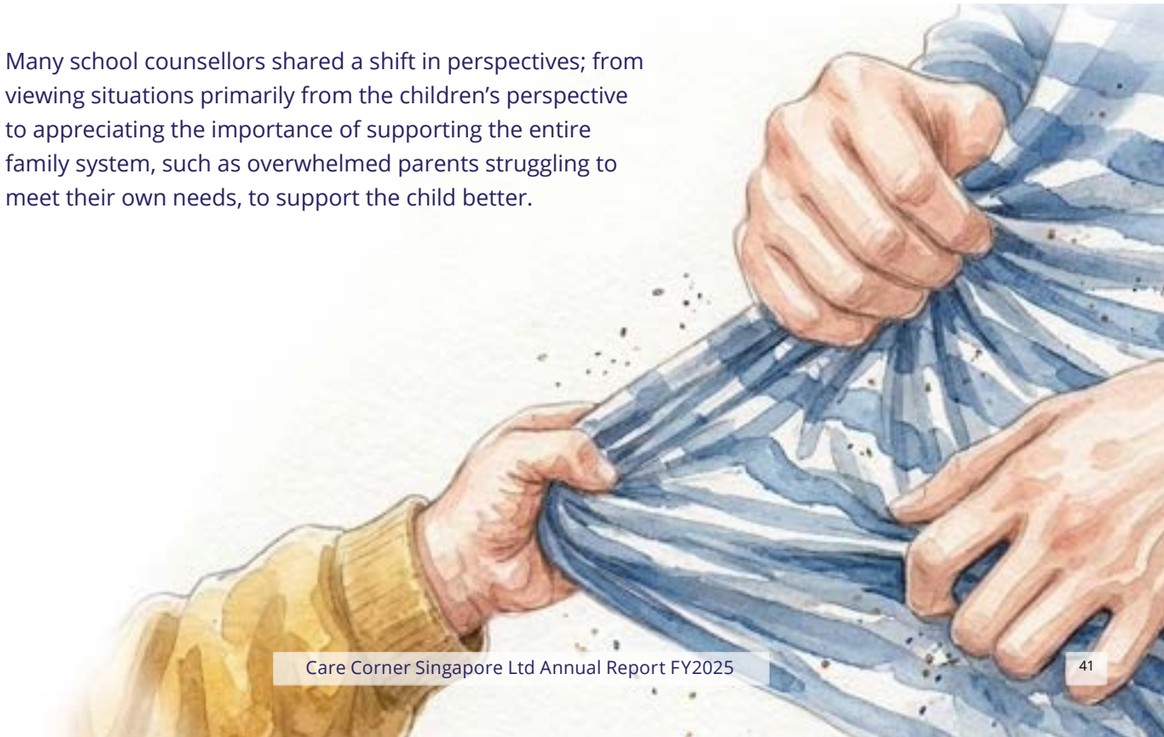
- Deepen participants' understanding of what children experience when families go through conflict
- Strengthen how they can identify concerns early and step in with support
- Encourage adoption of a more child-centric perspective, building empathy for children and caregivers navigating significant stress
- Increase awareness of Care Corner FAM services and strengthen collaboration between schools and community partners by increasing awareness of referral pathways and available support

A visual art installation curated by Care Corner FAM (Woodlands) team, depicting a child's inner world amidst parental conflict

Participants experienced tugging of clothes through an experiential role play, symbolising emotional strain and competing pulls experienced by the child

Facilitated reflection enabled participants to process experiences and insights, and highlighted the challenges parents face alongside children's needs

Many school counsellors shared a shift in perspectives; from viewing situations primarily from the children's perspective to appreciating the importance of supporting the entire family system, such as overwhelmed parents struggling to meet their own needs, to support the child better.



Guiding Children and Families through Divorce

DIVORCE SUPPORT

Strengthening Families Programmes:

- Mandatory Co-Parenting Programme
- Children-In-Between Programme
- Supervised Exchange and Supervised Visitation (SESV) Programme

Support Groups:

- Mothers' Support Group (MOM FOR LIFE)
- Fathers' Support Group (PAPA FOR LIFE)
- Women Support Group (Women of Resilience)
- Men Support Group (Men of Strength)
- Children of Divorce Intervention Programme

How We Support

Provide guidance for divorced/divorcing parents who are unable to agree on the terms of divorce to **establish a cooperative co-parenting plan** that prioritises their children's interest

Ease the adverse impact of the parents' divorce on children through family counselling and support group

Outcome Indicators
of parents who attended the Mandatory Co-Parenting Programme

	Gained awareness of divorce's impact on children after consultation(s)	Agreed on need to prioritise child's interest after attending the consultation(s)
Strengthening Families Programme [Eunos]	95%	96%
Strengthening Families Programme [Woodlands]	92%	95%

Protecting Individuals & Families Against Abuse

FAMILY VIOLENCE PROTECTION & SEXUAL VIOLENCE RECOVERY

How We Support

Establish a safety plan for victims to reduce the recurrence of violence

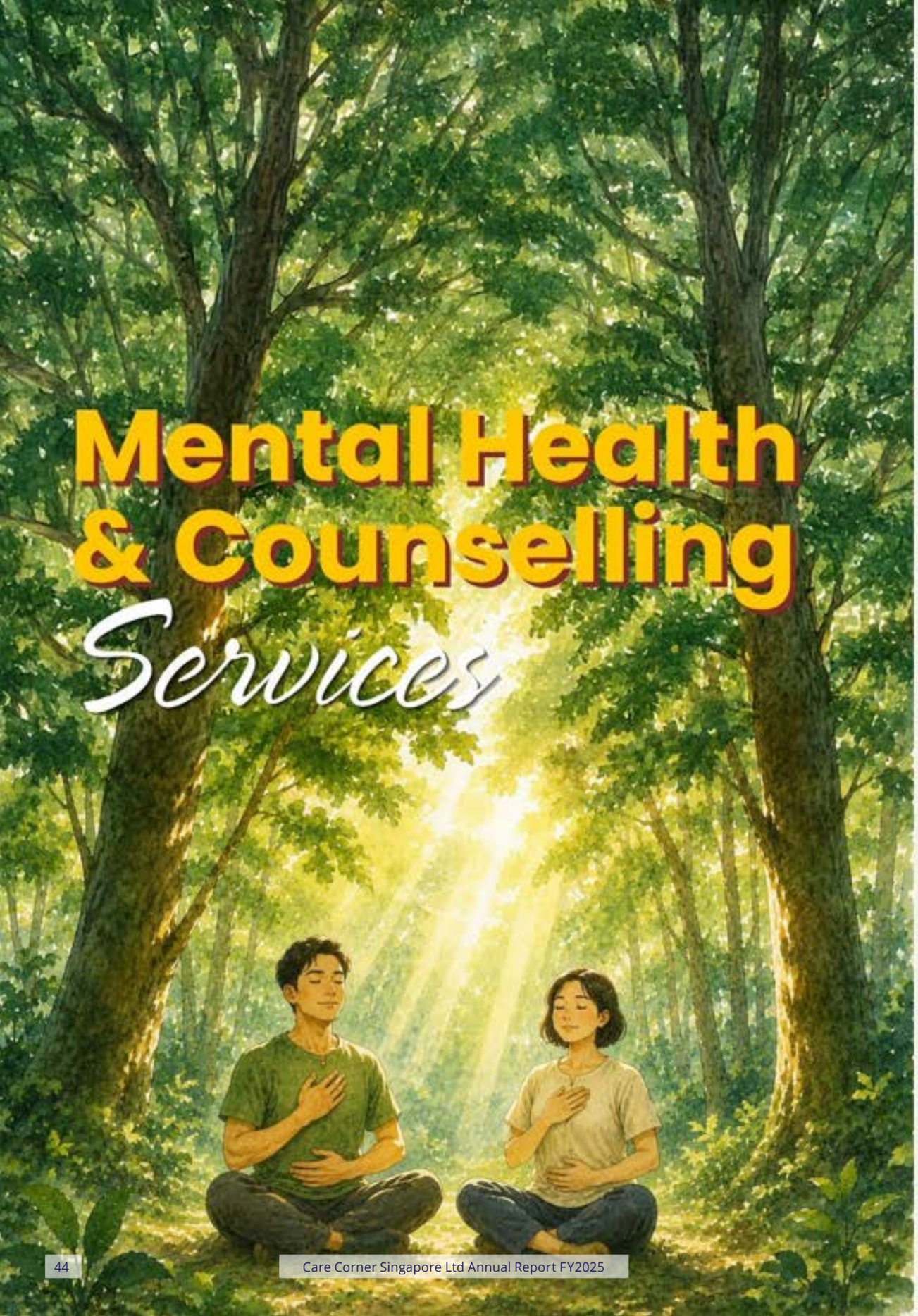
Provide counselling for victims of family and/or sexual violence, individuals using violence, and vulnerable family members who witnessed the violence

Help victims and their families to **manage practical issues experienced at home**, including accommodation and parenting concerns

Provide trauma-informed support to help victims heal and cope with the impact of family and/or sexual violence

Provide Sexual Violence Recovery Service to help victims regain their ability to feel safe, trust and recover by providing emotional support, therapeutic services and resources

Mental Health & Counselling Services



Emotional Support through Counselling

- Counselling Centre
- Toll-Free Mandarin Counselling Hotline

Mental Health Outreach and Support

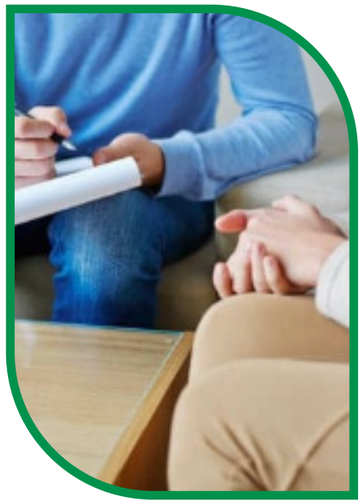
- Community and Workplace Mental Health
- Community Mental Health (Adult)
- Community Mental Health (Youth)

Service Users Supported **4,464**

Individuals Engaged Through Outreach **12,366**

Volunteers Mobilised **172**

COUNSELLING CENTRE



How We Support

Trauma-Informed Care

905

individuals, couples, and families who experienced distress in their interpersonal, marital and familial relationships received **evidence-based treatment and specialised therapy**, such as couple therapy, play therapy and trauma recovery interventions

Accessible Professional Counselling

7,469

highly-subsidised **professional counselling** sessions by experienced counsellors

TOLL-FREE MANDARIN COUNSELLING HOTLINE

15,485

distressed calls answered annually

110

trained volunteers counsellors

44

new volunteers recruited

How We Support

As the **largest toll-free Mandarin counselling hotline** in Singapore, Care Corner has been providing support to distressed help-seekers in the community for over 40 years.

1800-3535-800

10am-10pm
hotline counselling service available daily

Counselling Healed Amanda From Trauma and Now She's Helping Others Heal

Scan the QR code to watch the video

"Because of Wun Chee, I can be a social worker helping many more people in need,"

~ Amanda, Care Corner service user*

When Amanda* first came to Care Corner Counselling Centre (CCCC), she struggled to speak during her counselling session.

She sat in silence, weighed down by memories and trauma she could not yet articulate. Battling anxiety and struggling to trust others, she found it difficult to open up to her counsellor, Wun Chee. This continued, session after session, but Wun Chee never stopped showing up.

Understanding the impact of traumatic experiences on Amanda, Wun Chee held space for her, allowing Amanda to move through sessions at her own pace. This client-centred, trauma-informed approach provided a safe environment for Amanda to feel seen and heard. Eventually she broke her silence and started her journey of healing.

A Second Chance Made Possible by Subsidies

Amanda had previously sought counselling help elsewhere, however she eventually stopped as the ongoing cost of sessions became too much of a burden for her as a student then.

Discouraged, Amanda stopped searching for counselling support again until she learnt about CCCC's highly-subsidised counselling sessions, made possible by its generous donors.

Counselling can be a long-drawn process, with costs adding up over time. For many in need like Amanda, CCCC's subsidy lets them access sustained mental healthcare. This allows them to focus on their recovery journey without worrying about the financial aspect.

From Beneficiary to Social Worker Helping Others

Today, Amanda has come full circle. She is now a social worker, dedicating her life to helping others find the same healing she once sought.

"Because of Wun Chee, I can be a social worker helping many more people in need," says Amanda.

**Name of service user has been changed to protect her identity*

COMMUNITY AND WORKPLACE MENTAL HEALTH

With most adult Singaporeans spending a large part of their day at the work, the workplace plays a critical role in addressing mental health issues and promoting mental well-being practices.

Care Corner supports organisations through the Employee Assistance Programme (EAP).

How We Support

Conduct **mental health talks** to equip employees with coping skills and strategies, to build mental resilience with stress, anxiety and depression and build on self-compassion

Provide **counselling services** for employees

In-house peer support & mental health ambassadors **trainings**

Provide **community support groups** for those undergoing job transitions

COMMUNITY MENTAL HEALTH (ADULT)

Care Corner COMIT (Community Intervention Team) engages adults living with mental health conditions as they work towards recovery and reconnection within their communities. We provide community-based assessment, case management, counselling, and psychosocial intervention for individuals and their caregivers.

Our multidisciplinary team partners closely with polyclinics, hospitals, and community organisations to support clients in managing their mental health, strengthening their support networks, and rebuilding meaningful, independent lives.

How We Support

Mental Health Assessment

541 **adults received intervention** after mental health assessment

Fully-subsidised Counselling & Psychotherapy

3,252 **sessions of fully-subsidised counselling and psychotherapy** for adults aged 18 and above with moderate mental health needs

COMMUNITY MENTAL HEALTH (YOUTH)

At Care Corner INSIGHT, we walk alongside youths and young adults (aged 13–25) as they navigate mental health challenges. Our work spans **two complementary programmes**:

- CREST-Youth, which brings mental health screening and outreach into the community
- Youth Integrated Team (YIT), which provides in-depth assessment and intervention

Our professionals are skilled in engaging young people where they are. We support them in managing mental health challenges, discovering their strengths, and building knowledge and skills for lifelong mental wellness. We also guide parents and caregivers with strategies to better support their children through challenges.

How We Support

Mental Health Screening

328 **mental health check-ins and screenings conducted** to recognise early signs and symptoms of mental health conditions

Accessible Counselling

433 **youths received** fully-subsidised counselling services

Caregiver Consultations

224 **consultations provided** to parents and caregivers to guide and equip them with strategies to support children facing mental health challenges

Mental Health Outreach

10,030 **youths reached through our mental health advocacy events in the community,** raising awareness and encouraging early help-seeking behaviours

Creative Activities and Experiential Learning

23 **workshops and programmes conducted** to cultivate good mental health practices and develop a growth mindset

Voices of Our Youths: Light Through The Canopy

Young people today are navigating anxiety, depression, eating challenges, and major life transitions — often all at once. Many come to us feeling overwhelmed, isolated, and unsure how to cope.

At **Care Corner INSIGHT**, we support them early, preventing issues from escalating, and equipping them with practical tools they can apply with confidence.

ANXIETY: I don't feel so overwhelmed anymore.

"I leave each session feeling lighter, clearer, and better equipped to cope." ~ SSB*, 25 year-old service user

Overthinking, poor sleep, and anxiety kept SSB in a constant state of tension.

With the safe space created by her counsellor, she spoke openly about things she had kept to herself for a long time. They worked through real scenarios together — what to do when panic rises, how to steady herself when her thoughts spiral.

Slowly, she started sleeping better. Her stronger sense of control and reassurance also meant she no longer avoided situations that once overwhelmed her.

DEPRESSION: "Life is brighter now :)"

"To have an adult I trust tell me very honestly that there is no one set way to live life, was very liberating for me." ~ AI*, 22 year-old service user

AI came to us exhausted, weighed down by constant low mood, hopelessness, and the feeling that she was falling behind in life. "The tipping point was when I realised that I was subconsciously getting more serious about ending things and it freaked me out," she says.

Counselling helped her understand her patterns, challenge harsh self-beliefs, and slowly rebuild her sense of self. Her perspective shifted when her counsellor reminded her that it's ok to live life at her own pace.

Today, AI is kinder to herself and stopped blaming herself for situations that are out of her own control. She feels more hopeful about her future and better able to manage difficult days.

EATING DISORDERS: I learned to sit with my feelings

"I kept things (to myself) as I did not want to hurt others/feel a burden to them. But Janice (my counsellor) made me realise that if my words left unspoken, how can others know that they are hurting me?" ~ D*, 24 year-old service user

D was dealing with multiple struggles from anxiety, strained relationships to an eating disorder she kept hidden.

At first, opening up felt uncomfortable; she was used to ignoring her emotions. But in counselling, she learned helpful advice and techniques to do something unfamiliar: sit with her emotions. Her counsellor also referred her to psychologists and psychiatrists, ensuring continuity of support.

Gradually, her eating stabilised. Her anxiety eased. And she began to speak up for herself.

OVERWHELMING TRANSITIONS: I know I can handle what comes next

"I feel confident that I can get back up in the face of whatever adversity I face." ~ H*, 25 year-old service user

After graduating, H felt lost and uncertain. He chose to seek support early, recognising he didn't want to navigate this transition alone.

Counselling gave him space to process fears, childhood trauma, and past experiences shaping his decisions. With consistent support, he learned practical ways to regulate his emotions — through writing, reflection, and sitting with difficult thoughts.

Today, he feels steadier and trusts his ability to cope.

**Names have been changed to protect service users' identities*

Friends of Care Corner

Friends of Care Corner are changemakers and a key pillar of our service. They are a bridge to connect our programmes to beneficiaries, forge positive collaborations and make direct impact in the community. We see both volunteers and donors as partners in our shared mission to **bring care to every corner in Singapore**.

Partnering SP Group to Nurture Children in their Formative Years

How can the young fulfil their potential? SP Group, in partnership with Care Corner Singapore, has been uplifting the lives of children by providing them with essential resources for growth and support for development.

SP Group's generous support of children who attend Care Corner's Student Care Centres, including those from families with fewer resources, provides the young with:

- **Nutritious Meals and Nutritional Education**
  Balanced meals served at the centres help the children achieve developmental milestones and improve overall health. They also learn about nutrition through fun, hands-on activities like urban farming, meal planning and budgeting, as well as cooking. Their learning culminates in a shared family meal experience to encourage healthy eating habits at home.

- **Enrichment Programmes for Improving Executive Functioning Skills**
  The programmes help children gain emotional literacy, awareness of help-seeking behaviours that keep them safe, as well as resilience and confidence in navigating everyday challenges.

- **Learning and Special Needs Intervention**
  Children with learning difficulties receive specialised learning support in English and Mathematics to strengthen their cognitive functioning, academic skills, and confidence to excel.

> "Through our partnership with Care Corner, we aspire to create a community where every generation thrives with dignity and purpose. Just as we invest in building a sustainable future, we must also invest in the well-being and growth of young minds.
>
> It takes a whole-of-society effort – from caregivers to the wider community – to advance with timely and targeted steps, for a healthier Singapore across the ages."
>
> **~ Stanley Huang**
> *Group CEO, SP Group*

Volunteering to Plant Seeds of Confidence

The classroom is bright with colour. Storybooks are laid out, craft materials fill the tables, and children gather around 61-year-old Sarah Wang as she guides them through the day's Joyful Learning activities.

When the session ends, one little girl would rush home with excitement. As she does every week, she eagerly tells her two older siblings, who had already graduated from the programme, about all the new things she learnt that day. Before long, her siblings begin accompanying her back to Joyful Learning sessions, sharing her joy and celebrating her progress together.

For Sarah, it was a touching reminder that learning often goes beyond the classroom – taking root in one child, then growing into something that brings a whole family together.

"That was when I saw the ripple effect of Care Corner's work," she says. "Every interaction, no matter how small, can leave a lasting impact."

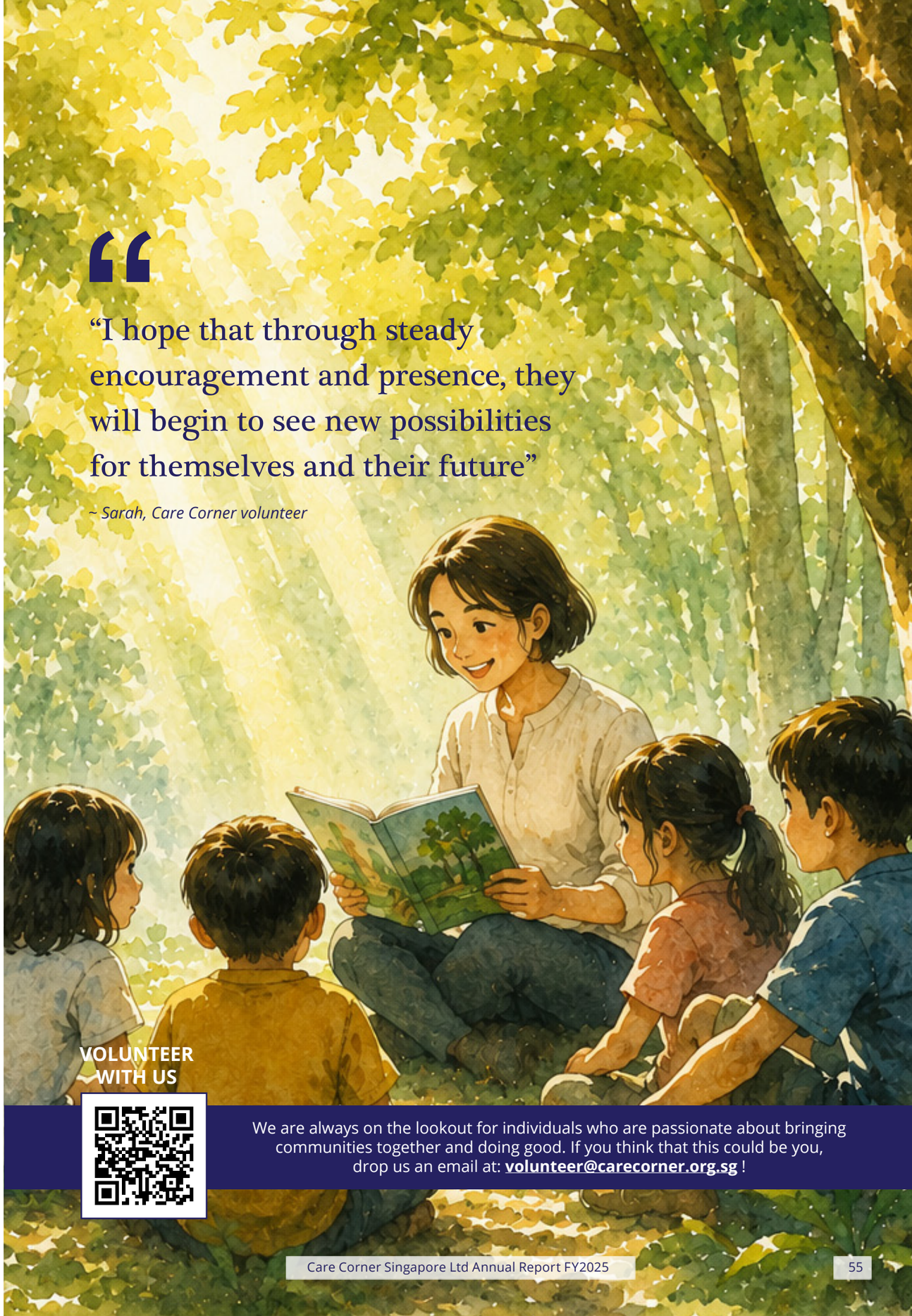
For the past two years, she has been serving as a volunteer with Care Corner's Joyful Learning programme, which nurtures a love for reading among children aged three to six through storytelling, song and dance, arts and crafts, and games. The programme is designed to support the children's cognitive, physical, emotional, and social development.

Between April 2025 and March 2026, the retired early childhood educator volunteered to facilitate 27 sessions, supporting the development of 20 children, and clocking close to 90 volunteer hours. Her consistent and reassuring presence helped the children build confidence, develop positive learning habits, and feel more secure in the classroom.

Besides supporting the Joyful Learning programme, Sarah also volunteers at events such as Care Corner's fundraising Uplift for Life: Ruckathon 2026 because she believes in the organisation's mission of uplifting children and families and helping them break free from cycles of disadvantage.

"I hope that through steady encouragement and presence, they will begin to see new possibilities for themselves and their future," she shares.

Through volunteering, she has also found herself transformed. Supporting children from difficult backgrounds has increased her capacity for empathy. And the regular guidance and training she receives as a volunteer with Care Corner has helped better equip her to support others.



"I hope that through steady encouragement and presence, they will begin to see new possibilities for themselves and their future"

~ Sarah, Care Corner volunteer

VOLUNTEER WITH US

We are always on the lookout for individuals who are passionate about bringing communities together and doing good. If you think that this could be you, drop us an email at: **volunteer@carecorner.org.sg** !

Sheltering Every Youth Through Uncertainty: Appropriate Adult Scheme for Young Suspects

For youth who must attend police or law enforcement interviews, the experience can be intimidating and emotionally overwhelming. Feelings of fear, confusion, and anxiety during the interview may affect their ability to process the situation well and respond appropriately.

The Appropriate Adult Scheme for Young Suspects (AAYS) aims to better safeguard the well-being of young suspects in those circumstances and Care Corner Singapore was appointed by the Ministry of Home Affairs in April 2025 as the official service provider for AAYS.

The scheme trains independent and dedicated Appropriate Adult (AA) volunteers to accompany young persons under 18 during police or law enforcement interviews.

All AA volunteers are equipped to identify signs of distress in the young suspect, offer emotional support, and facilitate communication between the young suspect and the investigating officer during the interview when needed.

The AA volunteer provides calm, reassuring support to the vulnerable youth and helps to create a safe and supportive environment for them to navigate the criminal justice system.

Care Rooted in Compassion: Being a Steady Presence for Vulnerable Youths

For over six years, Adeline Chin has been a dedicated AAYS volunteer, supporting youth through a major moment of uncertainty in their lives.

She accompanies young persons to law enforcement interviews so they do not have to face the challenging experience alone. Her presence helps them feel safe, and she ensures their well-being.

Formerly a special needs teacher, she spent many years supporting children with diverse learning needs. After she retired in 2020, she continued giving her time and energy to the young, supporting a few AAYS cases every month.

She volunteers with AAYS because she believes it takes a village to raise a child and Care Corner's team-based approach to supporting youth and families resonates with her.

She also finds it deeply meaningful to support youth during their most vulnerable moments. In one encounter, she met a 16-year-old girl who had stolen out of financial hardship, and shared that her dream is to study psychology.

Volunteering with AAYS has also helped Adeline gain a deeper understanding of the challenges youth face today, and influenced how she engages her grandchild.

She enjoys the regular get-togethers with other volunteers, organised by Care Corner, too. The meetups help her feel valued as a volunteer and connected to others with the same purpose. She also appreciates the volunteer training she receives to equip her with knowledge and confidence to carry out her role.

In her steadfast way, she shows how the gift of presence can be a source of hope to youth when they need it most.

Appreciating Our Partners

ASM

GOLDEN PINE FOUNDATION

Jesus The Light
A Gifting Ministry of Far East Organization

KUOK GROUP SINGAPORE

LEAP201

LIEN foundation

Maneuver Marketing

Manulife Financial Advisers

MDRT FOUNDATION
Financial Professionals Changing Lives Worldwide™

OCBC

OCTAVA FOUNDATION

PropNex

PSA

SPgroup
Empowering the Future of Energy

STARHUB

TAN CHIN TUAN FOUNDATION

UBS Optimus Foundation | UBS

UOB

UOL 华业集团

WOH HUP
BUILDING WITH INTEGRITY

Fundraising Highlights

Total Funds Raised for FY2025 **S$ 3,514,174.81**

FUNDRAISING EFFICIENCY RATIO OF 4.46%

Breakdown of Donors

CORPORATES
82.53%

INDIVIDUALS
17.47%

Breakdown of Donations by Causes

CHILDREN
49.36%

GENERAL
39.08%

YOUTHS
7.33%

MENTAL HEALTH & COUNSELLING
2.26%

FAMILIES
1.97%

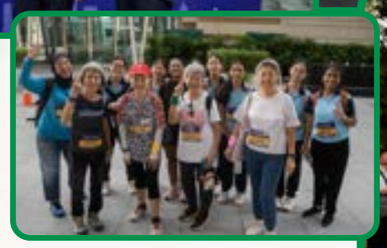
Total Funds Raised From Two Main Fundraising Initiatives For FY2025 **S$ 3,160,590.42**

FUNDRAISING EFFICIENCY RATIO OF 4.76%

1) Uplift For Life 2025
The Uplift for Life fundraising campaign aims to rally the community to support Care Corner's preventive and developmental programmes that address intergenerational poverty, mental health challenges, and social isolation among seniors. These initiatives are designed to uplift individuals and families not just for a season, but for a lifetime.

2) Corporate Donor Engagement
Throughout the year, we engage both existing and prospective partners through face-to-face and online mode, to share on our fundraising needs. We also conduct visits to our service points or/and organise volunteering opportunities for them to understand more of our work, meet and interact with our service users, and management.

Fundraising Highlights



Care Corner Uplift for Life Ruckathon 2026

Breaking Cycles of Disadvantage, Frailty and Mental Health Challenges

Care Corner launched its Uplift For Life 2025 campaign to rally Singaporeans together to help individuals and families break out of cycles of poverty, poor health, social isolation or mental health issues – and uplift them for life.

Through Care Corner's work with seniors and families, we found that many of the challenges faced by our service users often perpetuate across generations. This is why the funds raised would go toward supporting preventive and developmental programmes to help our service users and the next generations break out of tough cycles.

With the partnership of all who believe in our mission, we were able to raise over $1 million through our UFL campaign to support our ongoing and crucial work in the community.

Cycles of Disadvantage

- Free health and development screenings to ensure early detection of developmental concerns in children from low-income families and provide timely access to intervention and support.
- Safe and affordable after-school care so that children from single parent or low-income families can receive academic support, stability and nurturing necessary for them to thrive.
- Learning and special needs support for children from low-income families who cannot afford therapy.

Cycles of Frailty

- Frailty management programme to detect early signs of frailty in vulnerable seniors and intervene early with exercises, nutrition, social engagement, and medical management.
- Gerontological counselling for seniors facing grief and loss.

Cycles of Mental Health Challenges

- Sustained mental health and counselling support for individuals, families and seniors from low-income backgrounds.

On 28 March 2026, we held our second edition of the Ruckathon at Gardens by the Bay with more than 2,000 participants and 220+ volunteers mobilised.

The day started on a powerful note as we welcomed a team of fundraisers who completed an incredible 90km UltraRuck over 24 hours – symbolising 45km×2, in celebration of Care Corner's 45th anniversary.

In a powerful first for the event, a record 550+ senior beneficiaries from Care Corner also rucked – many of whom have also benefitted from our frailty management programmes.

Some highlights from the event included the CareQuest stations which blended family-friendly fitness challenges with family bonding, and mental health messages! Four dedicated zones were designed for children, youth, families and seniors.

Our seniors also took to the stage as part of a deadlifting showcase, demonstrating their commitment towards regaining strength, reversing frailty and ageing in place.

We were also deeply honoured to have our Guest of Honour and Patron of Care Corner, Coordinating Minister for Public Services and Minister for Defence Mr Chan Chun Sing join us, and are so grateful for his unwavering support for our mission.

2,000+ Participants

220 Volunteers Mobilised

83 Corporate Donors & Partners

Here are other highlights!

- Kids from our Student Care Centres elevated the energy as they led a Zumba class that had everyone moving and grooving.
- Participants explored the CareQuest Zone, where fun games themed around Care Corner's work brought awareness to the many ways we uplift lives across Singapore.

To every rucker, donor, volunteer, sponsor and supporter, we hope today reminded you of the power of community as we rallied for a cause. Every step you took, every dollar you raised, goes towards breaking cycles of poverty, mental health challenges, frailty and social isolation for good!

The Year Ahead

Organisation's Plan for FY2026

Together, we will deepen our impact, extend our reach, and build a stronger, more resilient community under one canopy.

1 Strengthening our Service and Practice

Providing Better Care to Families with Complex Needs
Developing a Systemic Service Delivery Model which is an integrated and coordinated service model that focuses on addressing families' needs and client experience

Investing in Preventive and Developmental Work with Children & Youths
Focusing on early intervention across Early Childhood, Middle Childhood, and Youth Development, we will build capabilities and address risks early by deepening cross-programme collaboration to deliver more integrated support, including:

1. Partnering Circle of Care Consultancy Services and KidSTART Singapore to enhance caregiver support through digital micro-learning
2. Leveraging early adolescent expertise to strengthen Student Care Centres' holistic curriculum
3. Coordinating efforts between our Youth Development teams and Family Service Centres to better support youths from families with complex needs

2 Enhancing our Presence and Touchpoints in the Community

Designing Spaces to Better Serve the Community
Refreshing existing centres using our Space Design Playbook to create purposeful, welcoming, and future-ready spaces that embody our C. A. R. E. values of helping our community and staff feel Connected, Assured, Restored and Empowered.

Connected | Assured | Restored | Empowered

Strengthening Family Resilience through Parenting and Marriage Support
Expanding our reach to more parents and couples on evidence-based parenting and marriage programmes, while curating and delivering more topical talks on key parenting concerns such as cyber wellness, emotional regulation, communication and parent-child relationship building.

Enhancing End-to-End Mental Health Support
Bringing together the continuum of outreach and intervention services through our newly-formed Community Mental Health (CMH) department, which will deliver more coordinated, end-to-end support. This positions us to optimise our knowledge and resources, better meeting evolving mental health needs in the community.

3 Investing in our System Enablers

Strengthening our Administrative Backbone
Establishing central administrative teams with functional leads across service groups, enhancing governance, sustainability of headcount, and career development for our administrators.

Enhancing our Financial and Operational Capabilities
Adopting a new integrated Enterprise Resource Planning (ERP) platform, which brings together our Finance and Administration functions for greater efficiency and seamless workflows. This reinforces our commitment to sound financial stewardship and accountability to our funders, donors, and stakeholders, while building a strong foundation to support our growing programmes and communities.

Streamlining Volunteer Activation and Staff Workflows with the Care Activate App
Developing the Care Activate App to streamline volunteer activation for the Appropriate Adult for Young Suspects (AAYS) scheme and enhance data management. It enables more efficient workflows and processes, timely engagement, and stronger governance, which promotes the sustained growth of a more engaged volunteer base.

Strengthening Our Use of Data and Ops Tech Capabilities
Deepening our investment in data, operations technology, and artificial intelligence as enablers of better practice through four key initiatives:

- Launching Know Your Impact, a new process function, to help each service area surface its own pulse metric
- Establishing Care Corner's first organisation-wide process automation function
- Piloting Weave, an AI thinking partner for casework
- Exploring Mirror, a speech-to-speech coach for practitioner microskills training

The Year Ahead

FUNDRAISING PLANS

Campaign	Uplift for Life 2026	Corporate Donor Engagement
Duration	June 2026 - March 2027	Ongoing
Description	The Uplift for Life fundraising campaign aims to rally the community to support Care Corner's preventive and developmental programmes that address intergenerational poverty, mental health challenges, and social isolation among seniors. These initiatives are designed to uplift individuals and families not just for a season, but for a lifetime. As part of the campaign, we will host a Partners' Appreciation Event, which invites our corporate partners to participate and fundraise – fostering collective action and greater awareness of the needs in our community.	Ongoing engagement sessions with corporate partners to understand their social missions and giving priorities. By aligning their interests with the programmes that Care Corner need support in, we co-create meaningful partnerships. Beyond financial contributions, we explore opportunities for meaningful collaboration—including staff volunteering and multi-year support that drives long-term sustained community impact.
Target	$1,516,500	
Service Users	• Children • Youth • Individuals with mental health challenges	• Children • Youth • Individuals with mental health challenges

ORGANISATION'S FINANCIAL COMMITMENT

The organisation continues to advance its digital transformation journey — spanning process optimisation, automation, integrated digital solutions, data analytics, and generative AI — to strengthen service delivery and deepen collaboration with both internal and external stakeholders.

Alongside these efforts, significant investments were made in renovation works across our operational service centres, upgrading facilities to better meet the evolving needs of those we serve.

ORGANISATIONAL EXPENDITURE

For every dollar spent, **$0.89** goes to direct services, and the remaining are for overheads and governance costs.

Senior Management Team

Scan the QR code for detailed profiles

Christian Chao
Chief Executive Officer (Covering Director, Children & Youth Services)

Appointed 1/8/2022

Daniel Chien
Senior Director, Seniors Services

Appointed 2/7/2018

Ian Peterson
Director, Family and Community Services

Appointed 1/8/2022

Patricia Phang
Director, Family Support Services and Mental Health & Counselling Services

Appointed 1/8/2022

Ng Su-Ling
Director, People and Organisation Development

Appointed 1/7/2024

Gary Lim
Director, Partnership & Public Engagement

Appointed 1/7/2025

Michelle Wong
Director, Finance

Appointed 1/7/2025

Martin Chok
Deputy Director, Family and Community Services

Appointed 1/8/2022

Petrina Tan
Deputy Director, Corporate Communications and Partnership

Appointed 1/7/2025

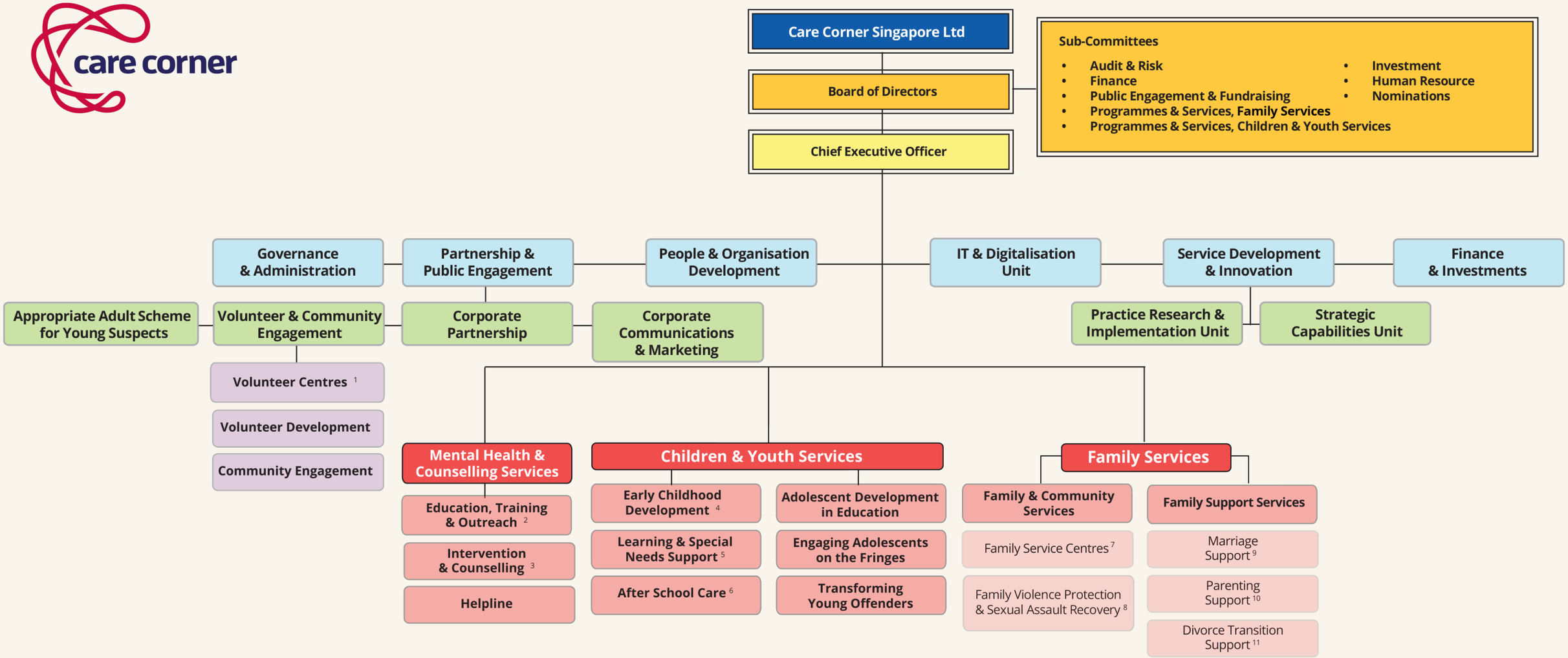
Katherine Loo
Deputy Director, Corporate Governance and Administration

Appointed 1/1/2026

Thomas Tan
Deputy Director, IT Operations and Data Protection

Appointed 1/1/2026

Organisation Chart



[1] Volunteer Centres (Tampines / Toa Payoh / Woodlands)
[2] INSIGHT (Community Mental Health - Youth) / Counselling Centre
[3] Counselling Centre / Community Mental Health - Adult / INSIGHT
[4] Circle of Care Consultancy / KidSTART
[5] Learning and Special Needs (Tampines / Toa Payoh / Woodlands)
[6] Student Care Centres (Admiralty / Woodlands)
[7] Family Service Centres (Admiralty / Punggol / Queenstown / Tampines / Toa Payoh / Woodlands)
[8] Project StART (Protection Specialist Centre)
[9] Strengthening Families Programme (Eunos / Tampines), Families for Life (Woodlands)
[10] Families for Life (Tampines / Woodlands)
[11] Strengthening Families Programme (Eunos / Tampines / Woodlands)

Board Members

The Board meets regularly with a quorum of at least half of the Board. A total of 5 board meetings were held in Financial Year 2025. The Annual General Meeting was held on 28 August 2025. Details of the Board of Directors including their meeting attendance are as follows:

Name	Position	Date of First Appointment to Board	Date of Latest Appointment to Board	Board Meeting Attendance	Qualification & Experience
Yong Lum Sung	Board Director Board Chairman (Appointed on 23.8.2018)	27.3.2013	28.8.2025	5 / 5	• Chairman and Independent Director, APTT Management Pte Limited • More than 30 years of industry experience, having been the Chief Operating Officer of StarHub and in various technical, commercial and general management positions in Singapore Technologies and Dutch multinational company, Philips • Bachelor and Master in Electrical Engineering, University of Singapore • Graduate Diploma in Accounting and Finance, Association of Chartered Certified Accountants, United Kingdom • Advanced Management Programme, Harvard Business School
Trent Ng Yong En	Board Director Secretary (Appointed on 29.8.2024)	10.9.2020	28.8.2025	4 / 5	• Practising Lawyer and Director, Fortress Law Corporation • Bachelor of Laws, National University of Singapore • Master in Public Policy, Lee Kuan Yew School of Public Policy
Patrick Yeo Hian Chong	Board Director Treasurer (Appointed on 28.8.2025) Assistant Treasurer (Appointed on 24.8.2023 to 28.8.2025)	29.8.2024	28.8.2025	4 / 5	• Partner of PricewaterhouseCoopers LLP Singapore, Clients & Markets Leader • Public Accountant with over 20 years of experience in financial and business advisory • Chartered Accountant, Institute of Singapore Chartered Accountants and Institute of Chartered Accountant in England and Wales • Bachelor of Accountancy, Nanyang Technological University, Singapore
Foo Choon Yeow	Board Director Treasurer (Appointed on 25.8.2022 to 28.8.2025) (Assistant Treasurer from 26.8.2021 to 25.8.2022)	26.8.2021	28.8.2025	3 / 5	• Director, Relationship Management, Raffles Family Office • Former Vice President of Corporate Strategy & Planning in CapitaLand Group • More than 20 years of experience in accounting, corporate finance and treasury • Professionally skilled in Leveraged Finance, Capital Markets, Corporate Finance, Project Finance, and Treasury Management • Bachelor of Accountancy, Nanyang Technological University • Master of Business Administration, Imperial College, United Kingdom
Ho Ming Heng	Board Director	14.9.2016	28.8.2025	4 / 5	• Principal Consultant, D2G Consulting Pte Ltd • Former Managing Director, Group Operations and Business Transformation in Great Eastern Life Assurance • Bachelor of Science (Engineering) (First Class Honours), King's College, London University
Dolly Koh	Board Director	13.3.2017	28.8.2025	2 / 5	• Justice of the Peace, Prime Minister's Office • Held senior positions and directorships in multinational organisations, listed companies and start-up • Former Chief Executive Officer, Singapore National Co-operative Federation • Bachelor of Science • Master of Business Administration
Wilson Tan Siang Hwa	Board Director	13.3.2017	29.8.2024 (Retired on 28.8.2025)	1 / 2	• Chief Executive Officer, OXYTAP Pte Ltd • More than 30 years of senior management experience in the Information and Communication Technology as well as Defence & Environmental industry • Bachelor in Computing Science (Honours), Staffordshire University, United Kingdom

Board Members

Name	Position	Date of First Appointment to Board	Date of Latest Appointment to Board	Board Meeting Attendance	Qualification & Experience
Lydia Yam Fo Lai	Board Director	6.9.2017	29.8.2024 (Retired on 28.8.2025)	2 / 2	• Executive Director, Definitum Business Consultants Pte Ltd • Chartered Accountant, Institute of Singapore Chartered Accountants • Over 20 years of experience in the financial and auditing industry • Bachelor of Accountancy (Honours), Nanyang Technological University
Benny Ang Chun Hwee	Board Director	16.6.2020	28.8.2025	3 / 5	• Partner at Deloitte & Touche LLP • More than 20 years of experience in auditing and advisory in several industries such as insurance, manufacturing, engineering, real estate, biotech, healthcare, hospitality and gaming • Former Audit & Risk Committee Member, Marine Parade Town Council • Bachelor of Arts (Economics and Social Work), National University of Singapore • Professional certification, Association of Chartered Certified Accountants
Suzette Chew	Board Director	24.8.2023	28.8.2025	3 / 5	• Executive Director, Group Human Resources at United Overseas Bank • More than 20 years of experience as a HR professional in the banking, technology and retail industries at global, regional and country levels • Bachelor of Arts & Social Science, National University of Singapore
Christopher Teo Chyun Sing	Board Director	24.8.2023	28.8.2025	5 / 5	• Managing Director of Ferranti Computer System, Asia Pacific and Japan • More than 35 years of experience in IT and Engineering fields, 20 years were spent in leadership roles in business, financing, operations, services consulting, marketing & communications and product management in MNCs and local SME • Bachelor of Electronics Engineering, The University of Western Australia • Master of Business Administration, Macquarie University
Jean Liu Chuan Jin (Dr)	Board Director	29.8.2024	28.8.2025	4 / 5	• Associate Professor, Singapore Institute of Technology • Adjunct Faculty, Duke-NUS Graduate Medical School and NUS Yong Loo Lin School of Medicine • Former consultant to the World Health Organization, assisting with the roll-out of a new mental health framework for the Western Pacific Region • Former Council Member for Agency for Care Effectiveness and expert panelist for the Health Promotion Board • Contributed to national screentime guidelines • Taught tertiary-level courses on behavioural science, well-being, and health psychology • PhD and Bachelor of Psychology (Hons), from University of New South Wales
Yap Chin Siang	Board Director	28.8.2025	28.8.2025	4 / 4	• Ex-Deputy Chief Executive, Singapore Tourism Board • Over 20 years of public sector experience in senior positions spanning Ministry of Trade & Industry, Singapore Tourism Board, Gardens by the Bay, and Energy Market Authority • Close to a decade of experience in wholesale banking with Standard Chartered, Citibank, and ABN AMRO • Bachelor of Arts in Economics (Honours), Cambridge University
Christian Chao Jang Tao	Board Director	28.8.2025	28.8.2025	4 / 4	• Chief Executive Officer, Care Corner Singapore Ltd • Former Senior Director, Corporate Development & Operations, Care Corner Singapore Ltd • Former Senior Vice President, Strategic HR, United Overseas Bank • Former Director, Organisation Development, Civil Service College • Led development of Organisation Development capabilities and consulted on transformation projects with various Ministries and Agencies in the Public Service • Bachelor of Engineering from the National University of Singapore; Master of Science in Organisation Development from Pepperdine University; Executive Master of Science in Industrial and Organisational Psychology

Board Sub-Committee Members

Nominations Sub-Committee

Name	Designation	Sub-Committee Meeting Attendance
Mr Daniel Ang Yew Tiong	Chairperson	2 / 2
Mr James Huan Nam Guan	Member	1 / 2
Mr Koh Him Leong	Member	2 / 2
Dr Nehemiah Lim Khay Tham	Member	1 / 2
Mr Yap Poh Kheng	Member	2 / 2
Mr Yong Lum Sung	Member	2 / 2
Mr Yew Hock Meng	Member	2 / 2

Terms of Reference

- Provide oversight on the Board's and Sub-Committees' composition, ensuring diversity, optimal structure, and size.
- Ensure the proper renewal and succession of Board members, and Key Appointment Holders in compliance with the tenure limits stated in the Constitution.
- Identify, select and nominate appropriate candidates to serve on the Board and our Sub-Committees to the Board.
- Ensure that management has in place a system to properly induct and onboard new Board Directors, Sub-Committee members and Key Appointment Holders so that they are familiar with their roles and responsibilities.
- Initiate and assist the Board in assessing the Board's effectiveness through regular evaluations.

Audit & Risk Sub-Committee

Name	Designation	Sub-Committee Meeting Attendance
Mr Benny Ang Chun Hwee	Chairperson	3 / 3
Mr Ho Ming Heng	Member	3 / 3
Mr Wilson Tan Siang Hwa	Member	3 / 3
Mr Benjamin Ng Hock Joo	Member	2 / 3

Terms of Reference

- Provide oversight on the organisation's proper management of relevant potential risk areas, which may include, but not limited to, such risks as, for example, strategic, financial, operational, reputational, cybersecurity, data security, compliance & legal.
- Ensure that management has in place policies and practices that comply with the required prevailing relevant legislative regulations (e.g. whistle-blowing policy, anti-money laundering policy), to ensure concerns raised are independently investigated and appropriate follow-up actions taken.
- Ensure that management has in place proper audit and risk management practices, which may include, but not limited to, review and approve framework for identifying, assessing, and mitigating the organisation and industry inherent risks, the audit plans, appointment of internal and external auditors and annual audit fee; review audit reports (including those carried out by the ministry as well as industry regulator) and monitor actions taken by management on the auditors' recommendations; review annual audited financial statements and recommend to the Board for approval; and update the Board on any financial irregularities or concerns observed or discovered
- Review and endorse the Organisation's Business Continuity Plans.
- Ensure that management has in place an ESG (i.e. Environmental, Social, and Governance) policy and implementation roadmap.
- Assist the Board in conducting reviews or investigations into areas of concern.

Investment Sub-Committee

Name	Designation	Sub-Committee Meeting Attendance
Mr Koh Him Leong	Chairperson	2 / 2
Mr Gan Fong Jek	Member	2 / 2
Mr Tan Kia Jin	Member	2 / 2
Mr Steven Ng Keng Kwee	Member (resigned on 28 Aug 2025)	0 / 1
Mr Foo Choon Yeow	Member (appointed on 28 Aug 2025)	1 / 1

Terms of Reference

- Providing oversight on the organisation's Investment policies and portfolio, ensuring their alignment with the organisation's strategic priorities and investment guidelines, and making recommendations to the Board on matters related to investment policies, practices and decisions, where relevant.
- Ensure that management has in place practices that comply with the required legislative regulations.
- Review the performance of our Investment portfolio based on set goals and indicators.
- Take into consideration ESG principles and factors as promulgated by the Board, in our Investment policies and portfolio.
- Ensure that management has in place policies and systems to manage identified risks related to our Investment policies and portfolio.

Finance Sub-Committee

Name	Designation	Sub-Committee Meeting Attendance
Mr Patrick Yeo Hian Chong	Chairperson (appointed on 28 Aug 2025)	3 / 3
Ms Lydia Yam Fo Lai	Member	3 / 3
Mr Foo Choon Yeow	Member	2 / 3
Ms Tan Yen Yen	Member	2 / 3
Mr Gan Fong Jek	Member (resigned on 28 Aug 2025)	1 / 1
Mr Soo Khian Seng	Member (resigned on 28 Aug 2025)	0 / 1

Terms of Reference

- Provide oversight on the organisation's Finance-related matters, ensuring their alignment with the organisation's strategic priorities and making recommendations to the Board for approval where relevant. This includes financial business planning, annual budgeting exercise, management accounts and performance review including audited financial statements, financial strategy to ensure the long-term sustainability of the organisation and guidelines on reserve management.
- Together with Audit and Risk Sub-Committee, provide advice to management to ensure it has in place practices and procedures that comply with the relevant Finance-related legislative regulations and accounting standards.
- Review the performance of our Finance-related policies, practices, financial systems and initiatives based on set goals and indicators and make recommendations to the Board for approval where relevant.
- Take into consideration ESG principles and factors as promulgated by the Board, in our Finance-related policies and practices.
- Together with the Audit and Risk Sub-Committee, ensure that management has in place policies and systems to manage identified risks related to our Finance-related policies and practices. This includes having internal controls such as financial audit and reporting; revenue and receipting policies and procedures; procurement and payment policies and procedures; and delegation of authority and limits of approval.

Board Sub-Committee Members

Human Resource Sub-Committee

Name	Designation	Sub-Committee Meeting Attendance
Ms Suzette Chew	Chairperson	3 / 3
Mrs Ginny Soh	Member	2 / 3
Mr Koh Him Leong	Member	3 / 3
Mr Yong Lum Sung	Member	3 / 3
Ms Aileen Wong	Member	3 / 3

Terms of Reference

- Provide oversight on the organisation's HR policies and practices, ensuring their alignment with the organisation's strategic priorities. This includes recruitment, remuneration, benefits, training and development, performance appraisal, disciplinary actions, cessation of employment and succession planning and talent management.
- Ensure that management has in place practices that comply with the required legislative regulations.
- Review the performance of our HR policies and practices based on set goals and indicators.
- Take into consideration ESG principles and factors as promulgated by the Board, in our HR policies and practices.
- Ensure that management has in place policies and systems to manage identified risks related to our HR policies and practices. This includes:
  - o Appropriate insurance policies are taken for Board members, staff and volunteers;
  - o Appropriate plans for the development of future-directed capacity and capabilities;
  - o Appropriate Code of Conduct for Board members, Staff and Volunteers;
  - o Appropriate background and reference checks are conducted for staff with fiduciary or executive responsibilities or who are responsible for the custody of cash for the Organisation;
  - o Appropriate processes to address grievances and resolve conflicts.

Public Engagement and Fundraising Sub-Committee

Name	Designation	Sub-Committee Meeting Attendance
Mr Gan Fong Jek	Chairperson	2 / 2
Mr Soo Khian Seng	Member	2 / 2
Mr Yap Chin Siang	Member	2 / 2
Mr Steven Ng Keng Kwee	Member (resigned on 28 Aug 2025)	0 / 1
Mr Henry Heng Gwee Nam	Member (appointed on 28 Aug 2025)	1 / 1
Mr Richard Mak Hin Kei	Member (appointed on 27 Jan 2026)	N.A

Terms of Reference

- Provide oversight on the organisation's public engagement, volunteer management and fund-raising initiatives, ensuring their alignment with the organisation's strategic priorities.
- Ensure that management has in place practices that comply with the relevant statutory regulations e.g. conduct of fund-raising activities.
- Review the performance of our reputation and public standing, public engagement, volunteer management and fund-raising initiatives based on set goals and indicators.
- Take into consideration ESG principles and factors as promulgated by the Board, in our public engagement, volunteer management and fund-raising initiatives.

- Ensure that management has in place policies and systems to manage identified risks related to public engagement, volunteer management and fund-raising initiatives.
- Recommend and offer access to networks for the management team to cultivate potential funders, donors and volunteers.

Programmes and Services Sub-Committees

Programmes and Services, Family Services		
Name	**Designation**	**Sub-Committee Meeting Attendance**
Mrs Ginny Soh	Chairperson	2 / 2
Mr Benny Ang Chun Hwee	Member	0 / 2
Ms Lim Hai Yian	Member	1 / 2
Mr Trent Ng Yong En	Member	2 / 2
Mr Christopher Teo Chyun Sing	Member	2 / 2
Mr Yong Lum Sung	Member	1 / 2
Ms Andrea Lim Cher Vun	Member (resigned on 10 Jul 2025)	N.A
Dr Jean Liu Chuan Jin	Member (transferred to Programmes and Services, Children and Youth Services on 28 Aug 2025)	1 / 1
Dr Jared Ng Wei Lik	Member (appointed on 28 Aug 2025)	1 / 1

Programmes and Services, Children and Youth Services		
Name	**Designation**	**Sub-Committee Meeting Attendance**
Mr James Huan Nam Guan	Chairperson	2 / 2
Mr Ho Ming Heng	Member	2 / 2
Mr Shashidaran S/O Kaneson	Member	2 / 2
Ms Dolly Koh	Member	2 / 2
Mr Wilson Tan Siang Hwa	Member	1 / 2
Mr Gan Fong Jek	Member (resigned on 28 Aug 2025)	0 / 1
Dr Jared Ng Wei Lik	Member (transferred to Programmes and Services, Family Services on 28 Aug 2025)	1 / 1
Dr Jean Liu Chuan Jin	Member (appointed on 28 Aug 2025)	1 / 1

Terms of Reference

- Provide oversight on the organisation's portfolio of programmes and services, ensuring their alignment with the organisation's vision, mission and strategic priorities and making recommendations to the Board on material matters related to the organisation's portfolio of programmes and services, that may require the approval of the Board.
- Review the impact of our programmes and services, as well as approving which programmes and services are to be included or removed from our portfolio.
- Review the performance of our programmes and services based on set outcomes, indicators and service standards.
- Take into consideration ESG principles and factors as promulgated by the Board, in our programmes and services.
- Ensure that management has in place policies and systems to manage identified risks related to our programmes and services.

Board of Directors

Scan the QR code for detailed profiles

Yong Lum Sung
Board Chairman

Trent Ng
Secretary

Patrick Yeo
Treasurer

Foo Choon Yeow
Board Director

Benny Ang
Board Director

Dolly Koh
Board Director

Ho Ming Heng
Board Director

Suzette Chew
Board Director

Christopher Teo
Board Director

Dr Jean Liu
Board Director

Christian Chao
Board Director

Yap Chin Siang
Board Director

Stepped down during the year:
Wilson Tan and Lydia Yam (28 August 2025)

Corporate Governance

Care Corner Singapore Ltd. was registered under the Registry of Companies, now known as the Accounting and Corporate Regulatory Authority (ACRA) in Singapore on 9 December 1981 and registered under the Charities Act on 9 September 1987. The Company is governed by its Constitution (previously referred to as Memorandum and Articles of Association).

The Company is a full member of the National Council of Social Service, has an Institution of a Public Character (IPC) status and is in full compliance with the Charity Code of Governance. The Company received the Charity Transparency Award 2017-2019, 2023-2024, Charity Governance Award 2017 - Special Commendation for Risk Management and Charity Governance Award 2024 - Special Commendation for Governance and Management.

Unique Entity Number (UEN):	198105641M
IPC Registration No. :	000367
Charity Registration No.:	0495
Registered Address:	6 Woodlands Square #03-01, Woods Square Tower 2, Singapore 737737
Chief Executive Officer:	Mr Christian Chao (appointed on 1 August 2022)
Director, Finance:	Ms Michelle Wong Lai Peng (appointed on 1 July 2025)
Independent Auditor:	Baker Tilly TFW LLP
Bankers:	Oversea-Chinese Banking Corporation Ltd. Bank of Singapore United Overseas Bank Limited DBS Bank Ltd.
Lawyer:	Appointed on an as-needed basis

Principal Activities: To promote, champion, and advocate for the well-being of individuals and families in the general Singaporean community, with a focus on people who are vulnerable, under-privileged, marginalised, or at risk, through the provision of social and health care services.

A. BOARD GOVERNANCE AND SENIOR MANAGEMENT

Board Roles and Composition

The Board of Directors of Care Corner Singapore Ltd. ("the Company") is committed to maintaining a high standard of corporate governance in line with the principles set out in the Code of Governance for Charities and IPCs. The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks, including mitigating measures and controls for all key risks. This establishes and maintains a high standard of legal and ethical mode of operations to preserve the interests of all donors, beneficiaries and stakeholders.

The Board assumes the overall responsibility for setting the direction and strategy of the Company to ensure proper stewardship and the fulfilment of its vision and mission. The Board provides guidance to the Senior Management Team who is delegated with day-to-day management and formulation of policies for the Board's approval. The Board also forms Sub-Committees with specific functions to assist in the discharge of its duties. Each Sub-Committee comprises of members with the relevant skillsets and experience. The Board regularly reviews the Company's controls, processes, key programmes and events through reports and information provided by its respective Sub-Committees and the Management. Please refer to the Annual Report for the Organisation Chart and details of Board members, Sub-Committee members and Senior Management Team.

During the financial year, the Chief Executive Officer (CEO) was appointed to the Board. The Board ensures an appropriate balance between Board independence and management participation, and that staff representation does not exceed one-third of the Board. Staff do not chair the Board or its Sub-Committees. Where the CEO serves as a director (i.e. Board member), appropriate safeguards are in place to manage conflicts of interest. The CEO abstains from deliberations on matters relating to management performance, remuneration, and accountability. The Board retains overall responsibility for governance and exercises independent oversight, supported by complete and timely information provided by management.

Selection and Recruitment
The Nominations Sub-Committee is tasked with the review process and recommendation of nominated candidates for Director positions; the successful candidates are then elected on to the Board through a majority vote by its members present at a convened meeting. The process for election of Board Directors is documented in our Constitution and potential candidates are reviewed by the Nominations Sub-Committee with a pre-identified set of criteria, including competency assessment, and appropriate background checks conducted.

Board renewal and Term limits
The Board's succession strategy for key positions within the board includes: reviewing the qualification, experience, passion, commitment, contribution and past participation levels of current board directors. Board directors' meeting attendance and training are recorded and tracked.

All Directors (i.e. Board Members) shall hold office until the next Annual General Meeting (AGM) and shall retire and be eligible for re-election as per process stipulated in the Company's Constitution.

In Financial Year 2025, one Director, Mr Yong Lum Sung, had served on the Board for more than 10 consecutive years and has held the position of Chairman since 23 August 2018. The extension of his directorship was duly deliberated and approved by members at the Annual General Meeting held on 28 August 2025. The Company's amended Constitution, which received no objection from the Sector Administrator (Ministry of Social and Family Development) and was approved by members at the Extraordinary General Meeting on 26 February 2025, provides that the Chairman may serve in that capacity for up to 10 consecutive years from the date of his initial appointment as Chairman. Mr Yong continues to play a critical leadership role in providing strategic direction and guiding the Board and senior management through anticipated sector developments over the next 1-2 years. This includes efforts to strengthen the Company's corporate governance framework to ensure organisational readiness in responding to evolving sector demands. The Nominations Sub-Committee is concurrently undertaking succession planning for the role of Board Chairman to ensure leadership continuity. Other than the Chairman of the Board, no other Director has served on the Board for more than 10 consecutive years. Re-appointment of Directors will only be considered after a minimum lapse period of two years.

The Treasurer, who also serves as the Chairman of the Finance Sub-Committee, has a term limit of four (4) consecutive years, as stipulated in the Company's Constitution. Re-appointment to Treasurer and Chairman of the Finance Sub-Committee positions will only be considered after a lapse of at least two years. All new members of the Sub-Committees are appointed for an initial term of 3 years with reappointment of subsequent 3-year term(s).

Induction/Training
All new Directors and Sub-Committee members receive an induction kit containing key organisational information, Board and Sub-Committee terms of reference, and relevant policies. They also undergo an orientation conducted by Senior Management. The Board ensures ongoing development for Directors through training tailored to their roles and informed by annual self-evaluation. Directors and Sub-Committee members attend training programmes, including modules under GovernWell: Excellence in Charity Leadership, as well as external seminars and workshops to stay updated on governance, regulatory, and charity sector developments.

Board Evaluation
The Board conducts an annual self-evaluation to assess its performance, including a discussion on diversity and range of skillsets required by the Company and a review of the key office bearers and Directors (i.e. Board members) finishing their terms of office for succession planning purpose. The annual self-evaluation covers the Board's effectiveness in areas such as board composition, information and communication, process & risk management, planning and accountability, fundraising, corporate communications & community engagement, relationship with management and disclosure of interest. In March 2026, the Board completed the CNPL BoardPulse 2.0 assessment, a board effectiveness tool developed by NVPC, to benchmark and enhance its leadership, oversight, and governance capabilities. The report findings and recommendations are discussed at subsequent Board meetings. Individual directors are provided opportunities on an annual basis to reflect on their contributions and provide feedback on future roles, training and improvement areas.

B. STRATEGIC PLANNING AND PROGRAMME MANAGEMENT

The Board reviews and approves the vision and mission of the Company through Board and Sub-Committee meetings.

These are documented and communicated to its members through corporate and management meetings, and to the public through publicity materials such as the company website, annual report and community networking.

The Board approves and reviews a strategic plan for the Company to ensure that the activities are in line with its objectives. The Board periodically reviews and monitors the income and expenditure, and progress reports of the Company's activities through Board and Sub-Committee meetings.

C. HUMAN RESOURCE AND VOLUNTEER MANAGEMENT

Human Resource Management
The Company employs paid staff. No staff is involved in setting his or her own remuneration. There are no paid staff(s) (employees) who are close members of the family of the CEO (i.e. Executive Director equivalent) or Directors (i.e. Board Members), and whose remuneration each exceeds $50,000 during the year.

The HR Sub-Committee reviews and approves documented human resource policies for staff including Code of Conduct for Board members, staff and volunteers. There are HR policies and a HRIS system for regular supervision, appraisal and professional development of staff. The Board together with the HR Sub-Committee approves and reviews annual manpower planning to ensure the recruitment and retention policies are relevant to market conditions and overall organisational objectives.

Total annual remuneration of the top three highest paid staff:

Remuneration band (in bands of S$100,000)	FY25	FY24
S$100,001 to S$200,000	0	2
S$200,001 to S$300,000	3 [1]	1

[1] One of the three highest-paid staff, the CEO, serves as a member of the Board and is not involved in setting his own remuneration.

Staffing (as at 31.3.2026):

Remuneration band	FY25
Manager	45
Social Worker	186
Counsellor	38
Social Work Related Staff	80
Health Care Related Staff [2]	2
Educational Therapist	10
Teacher	6
Administrative Personnel	75
General Worker	14
Total	456

[2] Health Care Related Staff- Includes: Psychologist.

Volunteer Management
Volunteers, both individuals and corporate partners, remain the cornerstone of Care Corner Singapore's service delivery and programme success. In Financial Year 2025, Care Corner Singapore engaged 3,236 volunteers, who collectively contributed 40,342 hours of service. The Volunteer and Community Engagement team continues to anchor its work on a comprehensive Volunteer Management Framework, which was reviewed and updated in FY25 to reflect ongoing sectoral developments, emerging risks and prevailing best practices.

The framework provides oversight across the full volunteer journey from recruitment, onboarding, placement, supervision, retention and review.

All new volunteers are required to complete a mandatory onboarding briefing and formally commit to the Volunteer Code of Partnership, which outlines expectations relating to conduct, confidentiality, and compliance with the Personal Data Protection Act 2012. In FY25, volunteer capability development was further strengthened through the introduction of piloting learning road maps for volunteers, new training modules, including Classroom Management and Befriender Training for youths supporting seniors. These enhancements were implemented to equip volunteers with the necessary skills to respond to evolving community needs, while safeguarding the safety and well-being of service users.

Care Corner Singapore has been appointed by SG Cares since August 2019 to support the operation of Volunteer Centres in Woodlands and Toa Payoh, with Tampines added in 2022. Through these centres, Care Corner facilitates community partnerships and coordinated volunteer deployment to strengthen locale-based volunteerism.

In addition, Care Corner established the SG Cares Youth Corps Development Team in October 2022 in partnership with Youth Corps Singapore under the National Youth Council. This appointment supports locale-based youth volunteering and strengthens the management and development of youth volunteers through structured and impactful service projects.

From April 2025, Care Corner was appointed by the Ministry of Home Affairs as the service provider of the Appropriate Adult Scheme for Young Suspects (AAYS). Under this scheme, trained volunteers are deployed to accompany young suspects under the age of 18 during police interviews and ensure their well-being through support and distress management.

D. MANAGEMENT OF CONFLICT OF INTEREST

There are documented procedures for Directors and staff to declare actual or potential conflicts of interests to the Board. Such instances may include business transactions or contracts that the Company enter into, dealings and joint ventures with potential partners and contractual agreements with suppliers, service users, beneficiaries or other staff.

Directors make annual declarations of actual or potential conflicts of interests to the Board. Directors abstain and do not vote or participate in decision-making on matters where they have a conflict of interest.

No Director received remuneration from the Company during the financial year, except for the CEO who was appointed to the Board in August 2025. The Board has in place appropriate controls to ensure that no Director is involved in decisions relating to his or her own remuneration. Where the CEO serves as a Board member, he abstains from deliberations on matters concerning his remuneration.

There are no paid staff (employees) who are close members of the family of the CEO (i.e. Executive Director equivalent) or Directors (i.e. Board Members), who receive more than $50,000 during the year.

E. FINANCIAL MANAGEMENT AND INTERNAL CONTROL

The Board together with the Finance Sub-Committee ensures internal control systems for financial matters are in place with documented procedures.

i. The Finance Sub-Committee reviews the annual budgets before submission to the Board for approval.
ii. Internal control policies and management review controls in key areas such as procurement, receipting, payment, delegation of authority and approval limits are practised to ensure compliance and the key controls are reviewed regularly to ensure its effectiveness.
iii. The financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances.

The Company's Reserves Policy, which is to maintain a reserve of not more than 12 months of its annual operating expenditure, is disclosed in its annual report. This cap will be reviewed yearly by the Board. The details of restricted funds and their purpose are included in the Financial Statements. There is no planned timing of use of the restricted funds.

In the Financial Year 2025, the Company did not provide loans to any persons, establishments or related parties.

F. INVESTMENT GUIDELINES

The Company abides by its Investment Guidelines, which are periodically reviewed and updated, and adopts a moderate stance towards investing of the Company's reserves. In the Financial Year 2025, reserves set aside for investment were placed in fixed deposits, bonds and Treasury Bills.

G. CONDUCT OF FUNDRAISING ACTIVITIES

The Company has established guidelines for fundraising based on best practices set out by the National Council of Social Service and the Charity Council. Donor's intent with regards to funds received (donations) made for specific or identified designated purposes are strictly observed. Funds in designated accounts will be used for the sole intention of which the designated funds had been established. Any change of use of such funds will only be administered after attaining the consent of the donor who had stipulated the original intention of that donated sum.

Donations collected are properly recorded on the Company's donor management system and accounting system, and promptly deposited by the Company.

The total fundraising expenses of the Company did not exceed 30% of the total receipts from fundraising and sponsorships for the Financial Year 2025. Details of the fundraising activities can be found in the Annual Report. The Company did not engage the services of commercial fundraisers in Financial Year 2025.

H. RISK MANAGEMENT AND INTERNAL CONTROLS

The Board and Audit & Risk Sub-Committee are assisted by the Management Risk Committee to evaluate the adequacy and effectiveness of the Company's risk management and internal control systems, including financial, operational, compliance and information technology controls.

The Management Risk Committee oversees the risk management framework and guidelines of the Company. It is responsible for, among other things, reviewing the Company's policies, risk management framework, processes and procedures for identifying, measuring, reporting and mitigating key risks in the Company's programmes and operations.

I. WHISTLE-BLOWING POLICY

The Company's Whistle-blowing Policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle-blowing in good faith. The policy covers issues of: fraud, corruption, misappropriation, blackmail, bribery, failure to comply with legal/regulatory obligation, significant breach of Company's policies or internal controls including breaches of codes of conduct, non-disclosure of conflict of interest or related-party transactions, endangerment of health and safety of an individual or concealment of any of the above. The policy is to assist the Audit & Risk Sub-Committee in managing allegations of fraud or other misconduct, disciplinary and any other actions that may be initiated following the completion of the investigations are fair and actions taken to correct the weakness in the existing system of internal process, where appropriate, in order to prevent recurrence.

J. DISCLOSURE AND TRANSPARENCY

The Company makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Directors (i.e. Board members), Sub-Committees and senior management.

Principal Funding Source
The Company's principal funding source was through grants from The Ministry of Social and Family Development. (Secondary funding sources included Tote Board funding, National Council of Social Service funding, other grants and donations from the corporates or the public.)

Company Assets
The company assets including the property and passenger vans listed below are held for the sole purpose of supporting its charitable community programmes and activities:

i. Property at 8 New Industrial Road #06-03 Singapore 536200 purchased in 2010;
ii. Property at 6 Woodlands Square #03-01 Woods Square (Tower 2) Singapore 737737 donated by a third party; and
iii. Passenger van plate no. PC1441Z purchased in 2012 for the Youth GO! (North East) programme.

Related Party Transactions
In addition to the related party information disclosed elsewhere in the financial statements, the following transactions with related party took place at terms agreed between the parties concerned during the financial year:

With related party	FY25 $	FY24 $
Administration fee income	972,700	834,942
Payment on behalf by related party	4,733	5,587
Payment made on behalf of related party	109,356	43,157
Receipt on behalf of related party	118,357	9,805
Receipt on behalf by related party	1,362	-

Related party refers to Care Corner Seniors Services Ltd where one director in the Company is also a director of the related party.

Reserve Policy & Reserve Position
The Company will maintain a reserve of not more than 12 months of its annual operating expenditure. This cap will be reviewed yearly by the Directors.

K. PUBLIC IMAGE

The Company accurately portrays its image to its members, donors and the public, and has guidelines stipulated in its Corporate Communications policies (including media engagement) and corporate branding guidelines on how mediums of communication is to be used and how stakeholders are to be engaged including a system to approve the use and application of the Company's name and logos by third parties. The public can make enquiry or provide feedbacks through our communication channels available at our company website.

L. ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) COMMITMENT

The Company takes into consideration ESG factors in our core mission, recognising the importance of sustainable, ethical, and equitable practices.

Our Commitment:
i. **Environmental**: We strive to reduce our environmental impact through sustainable operations, energy efficiency, and waste reduction, aligning our projects with environmental stewardship.
ii. **Social**: We are dedicated to creating positive social change, emphasising inclusivity, diversity and community engagement, and maintaining good relationships with our stakeholders. Our programmes aim to address and support the needs of underserved and marginalised groups.
iii. **Governance**: We uphold the highest standards of integrity, ensuring transparency, accountability, and responsible governance in all we do.

The Company's ESG commitment is a continuous journey towards sustainability, ethical and equitable governance, reflecting our dedication to making a meaningful impact in the communities we serve.

Governance Evaluation Checklists

Tier 2 - 1 April 2025 to 31 March 2026

S/NO	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated 'No' or 'Partial Compliance' please explain
	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	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
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	
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	
	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	
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	
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	
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	
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	

S/NO	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated 'No' or 'Partial Compliance' please explain
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 re- appointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	
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	The CEO was appointed as a Board member during the year. The Board ensures that staff representation does not exceed one-third of the Board and that Board independence and objectivity are maintained.
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	The CEO was appointed as a Board member during the year. Where the CEO serves as a director (i.e. Board member), appropriate safeguards are in place to manage conflicts of interest. The CEO abstains from deliberations on matters relating to management performance, remuneration, and accountability. The Board retains overall responsibility for governance and exercises independent oversight, supported by complete and timely information provided by management.
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. *(continue to next page)*	2.9a	Yes	One Director (i.e. Board member) had served on the Board for more than 10 consecutive years and has held the position of Chairman since 23 August 2018. The extension of his directorship was duly deliberated and approved by members at the Annual General Meeting held on 28 August 2025.

S/NO	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated 'No' or 'Partial Compliance' please explain
13	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.	2.9b 2.9c	Yes	The Company's amended Constitution, approved by members at the Extraordinary General Meeting on 26 February 2025, provides that the Chairman may serve in that capacity for up to 10 consecutive years from the date of his initial appointment as Chairman. The reasons for retaining this director beyond 10 consecutive years and the succession plan are disclosed in the annual report.
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. After meeting the maximum term limit for the Treasurer, a Board member's re- appointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.	2.9d	Yes	
	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	
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	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
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	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
	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	

S/NO	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated 'No' or 'Partial Compliance' please explain
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	
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	
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	
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	
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	
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	
	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	
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	No Director received remuneration from the Company during the financial year, except for the CEO who was appointed to the Board in August 2025. The Board has in place appropriate controls to ensure that no Director is involved in decisions relating to his or her own remuneration.

S/NO	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated 'No' or 'Partial Compliance' please explain
				Where the CEO serves as a Board member, he abstains from deliberations on matters concerning his remuneration or performance evaluation.
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	
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	
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	
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	
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. b. 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	
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	
	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	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

Acknowledgement of Donors and Volunteers

Cash Donation

$499,999 and above
- Lien Foundation

$100,000 to $499,999
- Kuok (Singapore) Limited
- Octava Foundation Limited
- PropNex Realty Pte. Ltd.
- Singapore Power Ltd
- The Community Foundation of Singapore
- UBS Optimus Foundation Singapore Ltd c/o UBS AG, Singapore Branch
- UOL Group Limited

$50,000 to $99,000
- Leap Philanthropy Ltd
- Oversea-Chinese Banking Corporation Limited
- StarHub Ltd
- Woh Hup (Private) Limited

$10,000 to $49,999
- ASM Front End Manufacturing Singapore Pte Ltd
- Caroline Chang
- Lee Foundation
- Manulife Financial Advisers Pte. Ltd.
- Maybank Singapore Limited
- MDRT Foundation
- Mellford Pte Ltd
- Orchard Plaza Private Limited
- PSA Corporation Limited

$5,000 to $9,999
- Grace Tan
- JERA Global Markets Pte. Ltd.
- Lim Hai Yian
- Oh Bee Lock
- Tey Yee Ting
- Yong Lum Sung

$1,000 to $4,999
- Agape Methodist Church
- Ang Kiat Wee
- Ang Shuhui
- Anton Ongsono
- Bank of Singapore Limited
- Cheng Keng Yong Bentley
- Chew Ban Eng
- Christian Chao
- David Lee Eng Thong
- Dolly Koh
- Gan Poo Swee
- Gerard Yee Hock Min
- Gsk Advance Services Pte. Ltd.
- HA Academy (formerly High Achievers) Pte Ltd
- Ho Kai Siang Eilton
- How Siang Meng
- IPA Advisory Pte. Ltd.
- Jang Chiou Chyn
- Jean Liu
- Jong Yi Jason
- Joseph Koh
- Kimly Construction Pte Ltd
- Lee Keng Li
- Lee May Fen Frances
- Lew Kar Yin Jennifer
- Lim Hong Lian
- Ma Pengxiang
- Mak Hin Kei Richard
- Phan Vi Tri
- Phang Seok Sieng
- Queenstown Chinese Methodist Church
- Sitoh Jia Ying Lisa
- Soh Lay Keow
- Suzette Chew
- Tan Guo Wei
- Tan Juan Leng Gavin
- Tan Ke Xin
- The Late Kong Chee Kiong
- Tong Poh Suan
- UK Online Giving Foundation
- Verz Design Pte Ltd
- Vital Tan
- Wan Hui-Li Lena
- Wee Han Tan
- Woo Claire
- Woo Shian Loong
- Yap Cheng San Sunny
- Yap Poh Kheng
- Yeo Min Wah Stella

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- Raffles Institution
- Republic Polytechnic
- Sentosa Development Corporation
- Singapore American School
- Singapore First Aid Training Pte Ltd
- Singapore Institute of Management - University at Buffalo
- SP Group
- SportCares
- Starhub Ltd
- STMicroelectronics
- Tampines Meridian Junior College
- Temasek Junior College (Symphonic Band CCA)
- Temasek Polytechnic (LEAD Service-Learning)
- Trafigura
- UBS
- United Overseas Bank Limited
- YYD Education Centre Limited

Our Care Locations

HEADQUARTERS

6 Woodlands Square #03-01
Woods Square Tower 2 Singapore 737737
Tel: 6250 6813
ccs@carecorner.org.sg

SG CARES VOLUNTEER CENTRES

TAMPINES
Blk 299B Tampines St 22
#01-670 Singapore 522299
volunteer@carecorner.org.sg

TOA PAYOH
Blk 159 Toa Payoh Lorong 1 #01-01
Singapore 310159
volunteer@carecorner.org.sg

WOODLANDS
6 Woodlands Square #03-01
Woods Square Tower 2
Singapore 737737
volunteer@carecorner.org.sg

FAMILY SERVICES

CARE CORNER FAMILY SERVICE CENTRE (ADMIRALTY)
Blk 718 Woodlands Ave 6 #01-658 Singapore 730718
T: 6365 8751 E: am.fsc@carecorner.org.sg

CARE CORNER FAMILY SERVICE CENTRE (QUEENSTOWN)
Blk 88 Tanglin Halt Road #05-01 Singapore 141088
T: 6476 1481 E: qt.fsc@carecorner.org.sg

CARE CORNER FAMILY SERVICE CENTRE (TAMPINES)
Blk 299B Tampines St 22 #01-670 Singapore 522299
T: 6786 6225 E: tm.fsc@carecorner.org.sg

CARE CORNER FAMILY SERVICE CENTRE (TOA PAYOH)
Blk 158 Lorong 1 Toa Payoh #01- 1522
Singapore 310158
T: 6356 1622 E: tp.fsc@carecorner.org.sg

CARE CORNER FAMILY SERVICE CENTRE (WOODLANDS)
Blk 345 Woodlands St 32 #01-198 Singapore 730345
T: 6362 2481 E: wl.fsc@carecorner.org.sg

CARE CORNER FAMILY SERVICE CENTRE (PUNGGOL)
Blk 616 Punggol Drive #01-01 Singapore 820616
(Interim address)
T: 6978 6594 E: pg.fsc@carecorner.org.sg

CARE CORNER PROJECT START
Blk 463 Clementi Avenue 1, #01-19 Singapore 120463
T: 6476 1482 E: projectstart@carecorner.org.sg

CARE CORNER STRENGTHENING FAMILIES PROGRAMME (EUNOS)
Blk 21 Eunos Crescent #01-2983 Singapore 400021
T: 6258 0020 E: fam.en@carecorner.org.sg

CARE CORNER STRENGTHENING FAMILIES PROGRAMME (TAMPINES)
Blk 287 Tampines St 22 #01-366 Singapore 520287
T: 6258 0020 E: fam.tm@carecorner.org.sg

CARE CORNER STRENGTHENING FAMILIES PROGRAMME (WOODLANDS)
Blk 786B Woodlands Drive 60
#01-97 Singapore 732786
T: 6978 4090 E: fam.wl@carecorner.org.sg

CARE CORNER FAMILIES FOR LIFE (TAMPINES)
Family Nexus @ Our Tampines Hub
1 Tampines Walk, Our Tampines Hub
#04-35 Singapore 528523
T: 6978 4090 E: ffl@carecorner.org.sg

CARE CORNER FAMILIES FOR LIFE (WOODLANDS)
Blk 786B Woodlands Drive 60
#01-97 Singapore 732786
T: 6978 4090 E: ffl@carecorner.org.sg

Our Care Locations

CHILDREN SERVICES

CARE CORNER LEARNING AND SPECIAL NEEDS (TAMPINES)
Blk 414 Tampines St 41 #01-297 Singapore 520414
T: 6694 8568 E: lsn@carecorner.org.sg

CARE CORNER LEARNING AND SPECIAL NEEDS (TOA PAYOH)
Blk 149 Lorong 1 Toa Payoh #01-973 Singapore 310149
T: 6259 8683 E: lsn@carecorner.org.sg

CARE CORNER LEARNING AND SPECIAL NEEDS (WOODLANDS)
Blk 624B Woodlands Drive 52 #01-19 Singapore 732624
T: 6235 2585 E: lsn@carecorner.org.sg

CARE CORNER STUDENT CARE CENTRE (ADMIRALTY)
Blk 719 Woodlands Ave 6 #01-628 Singapore 730719
T: 6365 1075 E: am.scc@carecorner.org.sg

CARE CORNER STUDENT CARE CENTRE (WOODLANDS)
Blk 321 Woodlands St 32 #01- 227 Singapore 730321
T: 6269 5784 E: wl.scc@carecorner.org.sg

CARE CORNER CIRCLE OF CARE CONSULTANCY
Blk 346 Ang Mo Kio Ave 3 #01-2280
Singapore 560346
T: 6835 0921 E: coc.consultancy@carecorner.org.sg

CARE CORNER KIDSTART
Blk 346 Ang Mo Kio Ave 3 #01-2280
Singapore 560346
T: 6835 0921 E: ksa@carecorner.org.sg

YOUTH SERVICES

CARE CORNER YOUTH SERVICES (TAMPINES)
Blk 943 Tampines Ave 5 #01-271
Singapore 520943
T: 6786 6061 E: admin-ys@carecorner.org.sg

CARE CORNER YOUTH SERVICES (WOODLANDS RING)
Blk 645 Woodlands Ring Road #01-12
Singapore 730645
T: 6364 2203 E: admin-ys@carecorner.org.sg

MENTAL HEALTH & COUNSELLING SERVICES

CARE CORNER YOUTH MENTAL WELLNESS
6 Woodlands Square #03-01
Woods Square Tower 2 Singapore 737737
T: 6978 4217 E: insight@carecorner.org.sg

CARE CORNER COUNSELLING CENTRE
Blk 62B Lorong 4 Toa Payoh #02-143
Singapore 312062
T: 6353 1180
E: cccc@carecorner.org.sg

CARE CORNER MENTAL WELLNESS CENTRE (SPACE@159)
Blk 159 Toa Payoh Lorong 1 #01-1530
Singapore 310159
T: 6978 7151
E: comit@carecorner.org.sg

(SPACE@214)
Blk 214 Toa Payoh Lorong 8 #01-745
Singapore 310214
T: 6978 3424
E: tp.crest@carecorner.org.sg

TOLL-FREE MANDARIN COUNSELLING HOTLINE
1800 3535 800

Location listings as of July 2026

Care to Every Corner In Singapore

Care Corner Singapore

6250 6813

ccs@carecorner.org.sg

@carecornersg

www.carecorner.org.sg

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