

**HCSA**  
COMMUNITY SERVICES

# Together, We Go! Grow! Glow!

ANNUAL REPORT 2025



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## **ESG Reporting**

*HCSA's environmental, social and governance (ESG) considerations are integrated throughout our Annual Report. We have reported on our Theory of Change, care approaches and resulting Quality of Life impact on service-users throughout our four signature programmes; as well as our value proposition and care approach for our people, in building up our Team HCSA culture and improving on our Great Place to Work certification. Our environmental and governance efforts are reported in dedicated sections, with ESG considerations for investment of our excess funds additionally reported under Financial Highlights.*

# About Us

HCSA Community Services traces our beginnings to 1996, when an informal support group for recovering drug addicts led to the launch of Highpoint Halfway House. HCSA was then registered as a society on 12 March 1997, and registered as a charity under the Charities Act 1994 on 6 February 1998. HCSA has been accorded IPC (Institution of a Public Character) status, last renewed on 1 January 2024. HCSA's governing instrument is our Constitution.

## Constitution Objects

Our objects are to initiate, assist and organise activities and schemes of social service for the alleviation of poverty, suffering and handicap whether by physical or mental, regardless of age, sex, race, nationality or religion, by the provision of assistance, the creation of a safe and healing living environment or services in education, rehabilitation, counselling, skills training and livelihood to address life or family related issues.

### Purpose

To Give a Future  
and a Hope

### Vision

Lives Transformed.  
Families Strengthened.  
Communities Uplifted.

### Mission

Empowering the vulnerable to  
find purpose for a more  
abundant life

## Values (ETHICS)

### Excellence

We embrace challenges and give our best effort in whatever we do

### Teamwork

We support each other and work together to achieve great things

### Honour

We respect one another as individuals and value the capabilities and contributions of each person

### Integrity

We are honest and truthful even when it is inconvenient, costly or painful

### Compassion

We listen deeply to understand, feel and identify with the needs of others

### Servanthood

We serve others with love and selflessness

#### Unique Registration Number (UEN)

S97SS0023J

#### Registered Address

1 Lorong 23 Geylang,  
Singapore 388352

#### Auditor

Lo Hock Ling & Co

#### Bankers

Oversea-Chinese Banking  
Corporation Ltd  
DBS Bank Ltd

#### Legal Advisors

WongPartnership LLP

# Welcome Message

As HCSA Community Services continues our story of transforming lives, we are mindful of the deep roots from which our work has grown. More than three decades ago, what is now HCSA began not as an organisation, but as a small gathering of believers in 1992 who opened their homes and hearts to men struggling with addiction – simple acts of faith that would become the mustard seed of a ministry of restoration.

From those early days of prayer, fellowship and caregiving in modest living rooms, the work grew into our founding in 1996, offering structured support for men rebuilding their lives after incarceration or addiction. In time, that seed of compassion expanded to include women and girls who had faced trauma and brokenness, before extending further to support for families, including single parents and their children.

Through every season, our story has remained anchored in the same unchanging purpose: to give a future and a hope. What began as a humble response to human need has, by God's grace, become a community-wide ecosystem of care – one that restores dignity, strengthens families and nurtures resilience across generations. Today, as we prepare to celebrate **30 years of HCSA Community Services in 2026**, we continue to see His story unfolding in the lives of those we serve.

Our faithfulness shapes the way we move forward. We are reminded that transformation begins with a simple willingness to go where we are called, to grow in wisdom and compassion, and to glow as a beacon of hope for every individual and family seeking a second chance.

And so, in 2025, as we deepen the journey we began in last year's theme – **Together, We Go! Grow! Glow!** – we remain committed to walking forward with purpose,

grounded in faith and strengthened by the community that makes this work possible.

## **Together, We Go – Walking with Service-Users and Families**

2025 marked continued progress in our mission to empower the vulnerable through person-centred, trauma-informed and evidence-based approaches. Under our first strategic thrust, **User-Centric Services**, we strengthened our ability to listen deeply, understand evolving needs, and design services that uphold dignity and long-term reintegration.

**HCSA Highpoint** transitioned into the Enhanced Halfway House Service Model and deepened its desistance pathways through structured care, family reconnection, the AIMS and WISDOM peer support networks, and a more holistic approach to aftercare.

**HCSA Dayspring** expanded trauma-informed care through Small Group Care, and strengthened its Therapeutic Group Home and OWENA alumnae network, offering safety, healing, emotional regulation and community reintegration for teenage girls recovering from abuse and neglect.

**HCSA SPIN** strengthened its care approach to better uplift single parents and their children, introducing respite support for caregivers, and group-based tuition and homework guidance to enhance children's learning in a supportive environment. HCSA SPIN also launched its dedicated alumni support network, Solo & Strong.

**HCSA Academy** equipped low-income workers, at-risk individuals and ex-offenders with workplace-ready food services skills, psychosocial support and job placement – giving graduates renewed confidence, employment

stability, and a path toward providing for their families.

Beyond our four signature programmes, community-anchored initiatives help us go where the needs are greatest: from **Educate, Test, Treat!**, which bridges critical healthcare gaps for those recovering from injection drug use; **STEP UP Mentorship**, which provides structured mentoring and career pathways for ex-offenders and trauma survivors; to **HCSA GROW Community Garden & Farm**, where gardening, farming and community engagement support emotional healing, skills development and sustainable living.

## **Together, We Grow – Strengthening People, Culture and Innovation**

Our second strategic thrust focuses on **People**, recognising that our impact is only sustainable when we invest intentionally in staff, volunteers and alumni leaders.

In 2025, Team HCSA continued nurturing a resilient, high-trust culture through training, team building and leadership development. Employees at all levels engaged in structured learning, reflection and well being initiatives, contributing to our strong and cohesive organisation culture.

At the same time, our **Digitalisation** efforts advanced in alignment with Singapore's national direction on AI – emphasising innovation, inclusivity and public trust. As the Government accelerates investments in frontier AI capabilities, HCSA is taking deliberate steps to ensure that AI becomes a meaningful enabler of our social mission.



In 2025, we laid the groundwork for an AI-led and people-centric digital transformation strategy. Our new accounting system is one of the first projects to incorporate this approach – using automation and digital twinning to improve accuracy, streamline workflows and enhance reporting. Building on the learning from this implementation, we are now exploring AI-embedded solutions across other parts of the organisation to strengthen care delivery, operational resilience and organisational learning.

By enabling and empowering our people, we ensure our organisation grows in capability, clarity and compassion to serve Singapore's most vulnerable with excellence and empathy.

### **Together, We Glow – Towards Sustainability and Shared Impact**

Under our third strategic thrust, **Sustainability**, HCSA continued strengthening long term resilience through diversified fundraising, transparent stewardship and deepened partnerships.

Flagship advocacy campaigns such as **Everesting for Second Chances** and **Wall of Giving** rallied donors, partners and volunteers to uplift ex-offenders, trauma-affected girls, and single parent families. These campaigns contributed meaningfully to our annual cause awareness and fundraising efforts among the community.

Our strategic communications and learning journeys strengthened HCSA's visibility and trust, with refreshed programme narratives, clearer impact storytelling and facilitation of cross-sector sharing.

HCSA Village continued to mature as a vibrant hub where our programmes, partners and communities converge – a shared space of learning, collaboration and restored purpose. As we deepen integration across services and strengthen our ecosystem of partnerships, the Village

stands as a testament to redeeming grace and second chances.

### **Special Thanks – Kim Lang Khalil**

As we press on to our 30th year, we thank God for the faithful leadership of Kim Lang Khalil, who completed her season as CEO and retired in 2025. Through her obedience to God's call, many lives have been touched, families strengthened and communities uplifted. We honour her legacy of service, trusting the Lord who began this good work to carry it on to completion.

### **Looking Ahead – Go, Grow, Glow Towards 30**

As we journey toward our 30th anniversary, we remember that every life transformed is a testament to God's redeeming love. The same hope that shaped our beginnings continues to guide our heart – a hope that restores dignity, rebuilds families and renews purpose.

We look to the road ahead with anticipation, trusting the One who goes before us and remains with us (Deuteronomy 31:8). May we shine His light faithfully as we continue to serve the vulnerable with compassion, humility and unwavering hope.

Yours faithfully,

**Dominique Choy**  
President  
Board of Directors

**Andrew Tay**  
Chief Executive Officer



# THEORY OF CHANGE

Organisation-Wide

## PROGRAMMES PATHWAY

## ADVOCACY PATHWAY

OUTCOMES

OUTCOMES



Healing & Well-Being

Skills & Opportunities

Social Connection & Belonging

Societal Reintegration

Increased Awareness

Increased Meaningful Action

DELIVERED THROUGH:

**HIGHPOINT**  
REBUILDING EX-OFFENDERS' LIVES

**DAYSRING**  
JOURNEYING WITH TRAUMA SURVIVORS

**SPIN**  
EMPOWERING SINGLE-PARENT FAMILIES

**ACADEMY**  
PREPARING WORKPLACE-READY PROFESSIONALS

# HCSA Highpoint

## OVERVIEW

A support group for drug abusers in a three-room flat gave birth to a residential drug abuse recovery programme, with the launch of Highpoint Halfway House in 1996. Over the last two decades, Highpoint has expanded our services to provide a safe and substance-free shelter for male ex-offenders to restart their lives, and sustained social support to renew their purpose within the community.

Highpoint is proud to support and oversee two ground-up initiatives by our alumni and their loved ones: AIMS, the alumni after-care group; and WISDOM, the pro-social support network by their significant others.

## PARTNER AGENCIES

Singapore Prison Service, Yellow Ribbon Singapore, Tote Board

## YEAR STARTED

1996 (as Highpoint Halfway House)

## “Highpoint made me understand the meaning of love and family.”

Kama,  
HCSA Highpoint alumnus

Adulthood came with a wave of uncertainty for Kama, and life began to unravel. Feeling helpless, he turned to a drug he knew would boost his energy, and that was when he got hooked. He didn't fully understand the impact. He couldn't focus, he was all over the place, and it made him more stressed.

After his release from prison, Kama faced new struggles of dealing with the divorce, as well as the realities of reintegration. In his second stay at HCSA Highpoint, he committed to doing things differently. He continued his Narcotics Anonymous meetings, started counselling, and worked closely with his caseworker and counsellors.

With support from his “garang brother” Beng Kim (Highpoint's Intake Manager), encouragement from Samuel (Highpoint's Aftercare Manager), guidance from Bussakorn Somboonpeeti and Kelvin Chew (STEP UP Mentor and Mentor Support), and honest feedback from his support system, he rebuilt from within. He learned not only to use the tools he had picked up in prison—but to apply them meaningfully in everyday life.

Alongside counselling, the outpouring of love and encouragement from his family helped him begin the process of forgiving himself and loving himself again. This deep connection with his family grounds him and keeps him moving forward, one step at a time. Today, he lives with his younger sister and her family, embracing his role as the fun uncle – a role that fits his youthful and playful spirit.

.....  
“Desistance research takes success stories seriously. The research does not start with programmes and aggregated outcomes, but individual lives and personal trajectories. Recognising the individual as the agent of change, desistance research explores individuals' social contexts, embedded social networks and subjective interpretations as keys to understanding long-term life change.”

Maruna and Mann, 2019



**Desistance** is a long-term journey by individual lives and personal trajectories within their social networks



Three phases of desistance, developed by Maruna and Farrall, 2004 and McNeill, 2014



## Our Care Approach



<p><b>Social work with 6mth follow-up</b></p> <ul style="list-style-type: none"> <li>• Job placement and career guidance</li> <li>• Financial/social assistance</li> <li>• Case management</li> </ul>	<p><b>In-house programmes and activities</b></p> <ul style="list-style-type: none"> <li>• <b>SOUL</b> relapse prevention programme</li> <li>• Seeking Opportunities to Upgrade My Life</li> <li>• Housing plan for displaced desistors</li> </ul>	<p><b>Vocational upskilling and job placement</b></p> <ul style="list-style-type: none"> <li>• <b>WSQ Higher Certificate in Food Services</b> by HCSA Academy</li> <li>• Customer service training</li> </ul>	<p><b>Life upskilling</b></p> <ul style="list-style-type: none"> <li>• <b>Expedition Highpoint</b> recovery and resilience programme</li> <li>• Counselling</li> <li>• Prosocial activities e.g. volunteering, acts of kindness</li> </ul>	<p><b>Social support</b></p> <ul style="list-style-type: none"> <li>• <b>STEP UP Mentorship</b></li> <li>• Emergency fund</li> <li>• Social/family gatherings e.g. festivals, celebrations</li> </ul> <p style="text-align: center;"><b>AIMS</b></p> <ul style="list-style-type: none"> <li>• Alumni after-care group to support and sustain one another</li> </ul>	<p><b>Empowerment</b></p> <ul style="list-style-type: none"> <li>• <b>Peer Support Specialist</b> programme to support other desistors through their lived experiences</li> <li>• Prosocial prison outreach</li> <li>• Fortnightly support group</li> </ul> <p style="text-align: center;"><b>WISDOM</b></p> <ul style="list-style-type: none"> <li>• Prosocial support network by the significant others of our alumni</li> </ul>
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## Desired Outcomes

**Personal growth**

**Achieving families**

**Thriving careers**

**Housing stability**

**Strong community**

# Social Impact

HCSA Highpoint

## RESIDENTIAL CARE

After being released from prison, our residents are often without a home to return to. They often present with zero income and minimal support from their family. Our residents' immediate needs are thus to secure both gainful employment and long-term housing, so that they can achieve and sustain self-sufficiency after graduating from Highpoint's residential programmes.



**77**

Residents

Social impact measurements are being reviewed

## ALUMNI AFTER-CARE

Second chances can strengthen our clients' resolve to change, and Highpoint nurtures their renewed sense of belonging by opportunities to give back to the community. We also enable two major ground-up initiatives that sustain their re-integration journey: AIMS, where our alumni support and sustain one another; and WISDOM, a pro-social support network by their partners.



**133**

AIMS Members  
(Alumni Support Network)



**41**

WISDOM Members  
(Significant Others of  
AIMS Members)

Social impact measurements are being reviewed

# HCSA Dayspring

## OVERVIEW

Dayspring began in 2006 with one woman, Alice Heng, and her vision to help troubled women. Originally a hideaway of hope and healing for troubled women, the Dayspring team discovered a need to shelter girls who were victims of abuse and established Singapore's first Residential Treatment Centre in 2011 to provide a therapeutic intervention programme for young trauma survivors. In 2017, Dayspring transitioned into a Therapeutic Group Home and is today certified as a Trauma Systems Therapy programme. We offer a caring, safe and therapeutic environment to help teenage girls who have suffered the complex trauma of emotional, physical or sexual abuse; physical and emotional neglect; or household dysfunction.

## PARTNER AGENCY

Ministry of Social and Family Development

## YEAR STARTED

2006

## “Where you’ve come from does not determine where you will go.”

**Azaleagrace,  
HCSA Dayspring alumna  
ITE Lee Kuan Yew Model Student Award 2025**

Azaleagrace grew up in a home filled with conflict and fear. From a young age, she was abused by her father, a painful reality she kept to herself for many years. Daily life was unstable – arguments were common, meals were uncertain, and she often felt alone and unsafe. As a child, she learned to survive rather than simply grow up, carrying emotional pain that followed her into her teenage years.

When Azaleagrace was 15, she made a brave decision to tell a school counsellor what she had been going through. That choice led to her leaving home and moving between different care placements. The sudden changes were hard – she had to adjust to new environments again and again, and her schooling was disrupted. Still, this moment marked the start of a new chapter: one where she chose honesty and help, even when the path ahead was uncertain.

Azaleagrace found much needed support at HCSA Dayspring, where she received counselling and lived alongside others who understood what it was like to grow up with trauma. Over time, she began to heal and regain confidence. After leaving residential care, she stayed connected through OWENA, Dayspring's alumni community. Today, she co-leads OWENA, helping to organise activities, support younger girls, and walk alongside others who are on similar journeys. Having once been supported herself, she now plays an active role in encouraging others that they are not alone.

Today, Azaleagrace is focused on building a stable and meaningful life. Despite setbacks in her education, she persevered, supported herself financially, and developed skills in design and web development. Her determination and character were recognised when she received the ITE Lee Kuan Yew Model Student Award – a milestone that reflects how far she has come. Her story today is not defined by her past, but by her strength, resilience, and hope for the future.



“Traumatic stress occurs when a child is unable to regulate emotional states and in certain moments experiences his or her current environment as extremely threatening even when it is relatively safe. This happens when the child's brain regulation of emotional states is disturbed.”

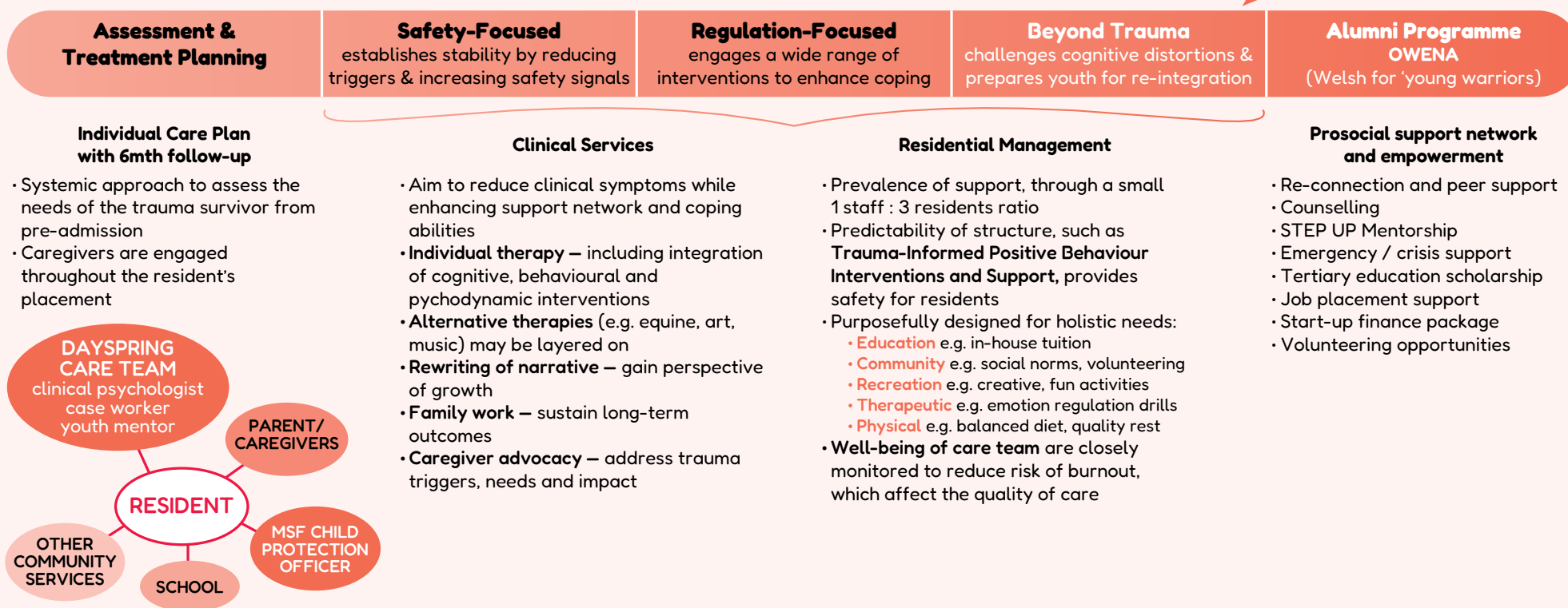
**Saxe, Ellis and Brown, 2016**

“To be effective, interventions must fully address the many contextual factors that lead to a child's expression of traumatic stress. These contextual factors may be found within the child's family, school, peer group, or neighbourhood—any setting in which a child lives, learns, and plays. Contextual factors drive traumatic stress reactions because they serve as reminders of traumatic events the child has experienced.”

**NYU Langone Health's Trauma Systems Therapy Training Center**

## Our Trauma-Informed Care Approach

**Trauma Systems Therapy**  
 developed by Saxe and Ellis, early 2000s



# Social Impact

HCSA Dayspring

## RESIDENTIAL CARE

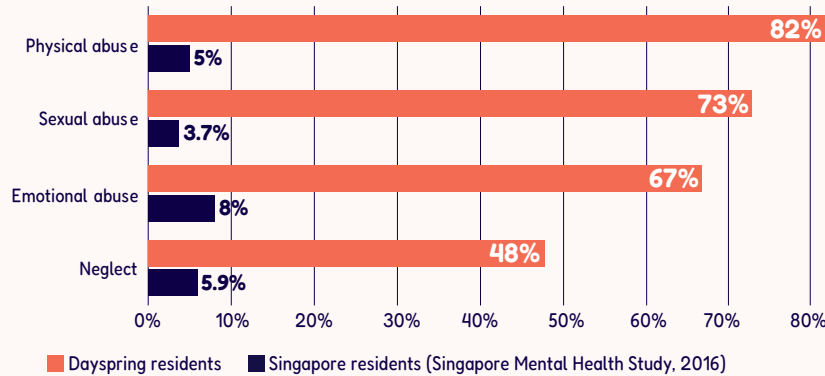
Our residential care is designed to be like a family, and each resident will be matched with a care team upon admission, comprising a clinical psychologist, a case worker, a coach and support coach. Our residents have regular counselling sessions to help them develop an individualised treatment plan, and their parents or guardians are also engaged for sessions to meet family treatment goals.



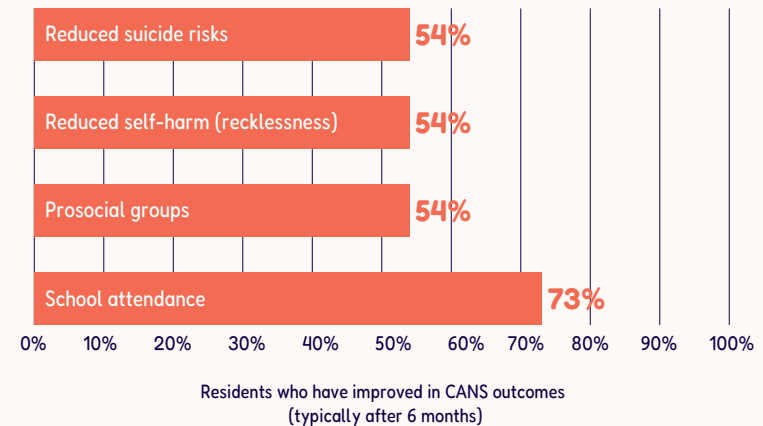
33

Residents Served

## Adverse Childhood Experiences



## Child and Adolescent Needs and Strengths (CANS)



## ALUMNI AFTER-CARE

The transition from residential care to community reintegration can be daunting. Many former residents have reported challenges such as recurring conflicts with family members resulting in housing instability, difficulties juggling their basic needs and studies, and mental health concerns. We check in on them regularly in the first six months after discharge, and we also encourage them to join our alumni support group, OWENA, which enables them to receive ongoing support through peer connections, practical needs and guidance from mentors as they work towards their life aspirations.



53

OWENA Members

# HCSA SPIN

## OVERVIEW

Our work with single parents and lone caregivers can be traced back to Dayspring's early days in 2006, when we provided counselling, mentorship and life skills training to women who needed help. In 2014, we started Dayspring New Life Centre for women with unsupported pregnancies, and this pivoted toward single-parent families with the launch of SPIN (Single Parents INformed, INVolved and INcluded) in 2017. Today, SPIN works with both single parents and their children to enhance their well-being, strengthens their social support and empowers single parents to better care for the holistic needs of their families.

## PARTNER AGENCY

Co-Created with National Council of Social Service

## YEAR STARTED

2017

## “At least now, I can give my kids a better teenagehood and adulthood.”

Santha,  
HCSA SPIN client

After nearly two decades in a painful marriage, Santha made the courageous decision to leave – choosing safety for herself and her children, even when the path ahead was uncertain. With no family support in Singapore, she turned to the HCSA SPIN Care Team, and began rebuilding her life step by step through support systems that helped her hold on.

When asked by her social worker if she was able to sleep through the night, she replied immediately, “no, cannot.” That moment became her turning point – not because life instantly became easier, but because she finally admitted what her body and mind had been carrying for years: she was not safe, and she could not do this alone.

Santha describes SPIN as more than a service. It became a lifeline – offering emotional support, legal understanding, and a steady presence. When she needed to talk, she could reach out – and someone would make time. “I always told Jeanne I needed to chat, and she would set aside time... long calls.” Beyond that, SPIN helped Santha believe in her own capacity again.

Today, Santha's daughter is pursuing her bachelor's degree at NUS. Her son is in Secondary 2 and doing well. Santha remains cautious, but hopeful. “Regardless of everything, make sure you are happy with yourself at the end of the day.” She knows the road ahead will have bumps. But she is no longer walking it alone.



“Aspirations that single parents have to upgrade their qualifications go largely unfulfilled due to time poverty and financial pressure. Even if they are able to balance employment and childcare, single parents find themselves in the unenviable position of trying to earn an income sufficient for a family, without the support of any other household member. Finances are strained, ‘luxuries’ are felt to be unnecessary and financial help and assistance are often thought to be for others ‘in greater need.’

Single parents within this study placed great emphasis on spending quality time with their families, highlighting the importance placed on family bonding. These individuals carry the full ‘burden’ of parenthood without the support of another individual as would be seen in a ‘traditional’ family structure, and subsequently feel the pressure of these expectations. Time for personal development, whether it is health improvement (through participation in sport), upgrading skills (through attending educational courses), or relaxation (through taking time to meet with friends), is lacking, and these deficits might have long-term effects on the health and well-being of these single parents.”

Glendinning et al., SMU Lien Centre for Social Innovation, 2015

## Our Care Approach

### Needs Assessment



**Individualised Care Plan**  
co-created by case workers together with clients to address identified needs

### Interventions for Single Parents



**Counselling**  
offered to clients in high need of emotional and mental health support



**Respite care**  
provides parents a short break from caregiving every month to rest and recharge



**Befriending**  
through meaningful interactions with volunteers extend a listening ear



**Workshops & events**  
empower clients with essential life and career skills; and bonding with their children



**Practical support**  
through SPIN's self-help portal, grocery support, referrals, and access to community resources



**Peer support**  
by fellow single parents support and sustain one another, alongside **Solo & Strong** our SPIN alumni community



**Enhanced well-being**  
through counselling and group work to help clients manage psychosocial difficulties



**Strengthened social support**  
through increased awareness and access to community resources, befriending and SPIN's prosocial support network by single parents

### Interventions for Children



**Counselling**  
to help children navigate emotional challenges and build resilience



**Group Tuition**  
with personalised academic support to strengthen learning



**Homework support**  
through guidance for children to keep up with their schoolwork



**Better caregiving / parenting**  
by empowering clients to make well-informed parenting decisions, with time for their own needs

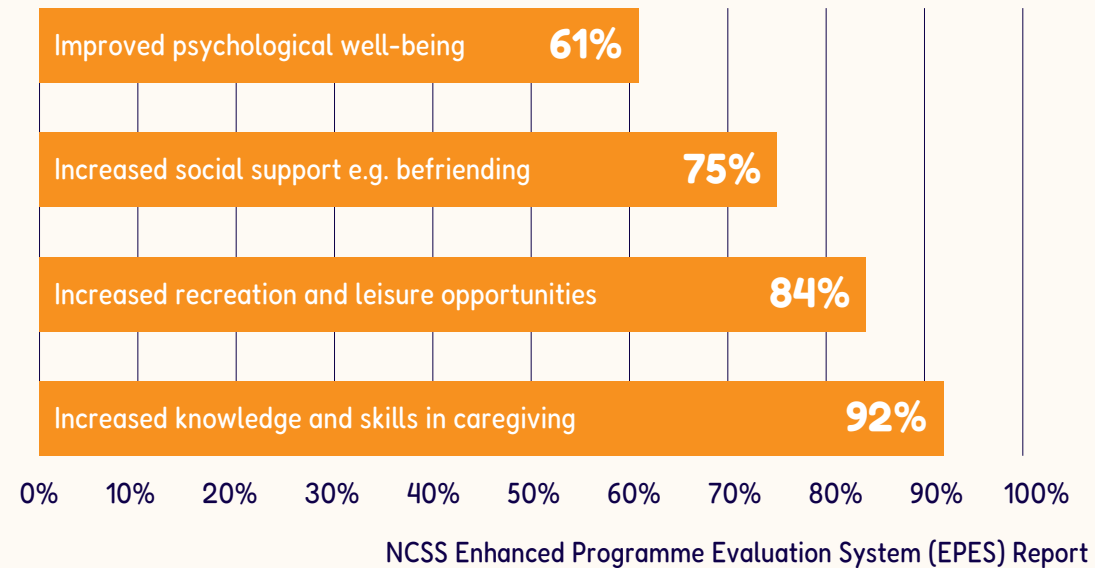
# Social Impact

HCSA SPIN

## COMMUNITY CARE

Our services are designed to empower single parents who lack support, so that they may become more resilient and self-reliant. We help them to attain increased capacity in parenting / caregiving, social and prosocial support, practical resources and their psychosocial wellbeing.

### Empowerment of Single Parents



**204**

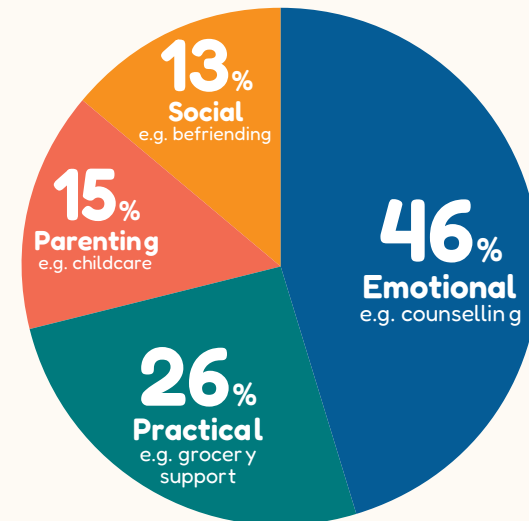
Single-Parent Families



**342**

Children

### Primary Needs & Support Provided



# HCSA Academy

## OVERVIEW

A shared vision by two culinary enthusiasts on HCSA Community Services' Board in 2016, Tony Lim and Dominique Choy, led to the conceptualisation of a centre that would provide culinary and career skills training, and facilitate job placement, for vulnerable individuals looking to sustain a career in the F&B industry. Launched in 2018, HCSA Academy is an Approved Training Organisation certified by SkillsFuture Singapore to offer the WSQ Higher Certificate in Food Services (Culinary Arts). Through this culinary training programme, we provide ex-offenders and other at-risk individuals a new lease of life and a level playing field to support themselves and their families.

## PARTNER AGENCY

SkillsFuture Singapore

## YEAR STARTED

2018

## “Ultimately, with God’s grace, I would like to have my own food business with my daughter.”

Sulainah,  
HCSA Academy graduate

Sulainah did not have an easy childhood. She grew up without knowing her father and spent much of her early years away from her mother’s care, living with people outside her family. From a young age, she experienced abuse that forced her to grow up far too quickly. As a teenager, she struggled deeply and turned to drugs as a way to escape the pain. Through it all, one constant remained – her siblings, who stood by her, helped care for her children, and continued believing in her even when she struggled to believe in herself.

As a single parent of seven children, Sulainah knew she wanted a more stable and secure future for her family. She had always been interested in cooking and saw this as a practical way to rebuild her life. While she was staying at Rise Above Halfway House, she learned about the culinary course at HCSA Academy. The course felt achievable – both in length and cost – and offered her a chance to gain skills, confidence and steady employment.

At HCSA Academy, Sulainah began to rediscover confidence in herself. She learned new cooking skills and techniques, even preparing dishes she had never tried before. At the same time, she faced fears about failing and doubts about her own abilities. The encouragement from the Academy team – including the chefs and student care staff – helped her push through these fears. Their belief in her motivated her to study consistently, prepare for classes, and keep going even when learning felt difficult.

After graduating, Sulainah did not have a smooth start at work, but the support around her did not stop. With guidance and continued care, she found a new workplace where she is now happier and doing well. Today, she is working as service crew, choosing to grow at a steady pace while building her experience in food services. Her hope is to continue learning, become a chef one day, and eventually start a food business with her daughter. Sulainah’s journey shows that change does not always come quickly – sometimes it happens slowly, with patience, support and quiet perseverance.



“We must do more to tilt the scales and narrow the wage gaps across professions. Mindset shifts alone cannot effect societal change. The types of jobs in our economy, levels of job remuneration and career prospects across various industries must also be consistent with what we value.

In addition, in a rapidly changing economy, we need to help Singaporeans take ownership of their careers and better seize opportunities to match their skills and aspirations across different seasons of life.”

Forward SG Report 2023

## Our Care Approach

### Needs Assessment



#### Employable skills

Access to industry-relevant skills training



#### Job coaching

Career attitude to sustain working in a professional environment



#### Psychosocial support

Mental and emotional well-being, and social functioning of the student

### Interventions

#### Individualised interventions

- Assess specific psychosocial needs, passion for culinary arts, career ambitions and motivations to be employed
- Work with family members, counsellors or case workers if necessary, to better support student's needs

#### Skills training & student care

- Training in culinary skills and knowledge
- Coaching to attain a professional WSQ qualification
  - Conducive learning environment
  - Psychosocial and financial support

#### Job coaching & placement

- Nurture positive attitudes and mindset for the workplace
- Work with like-minded and vision-aligned partners to facilitate job placement in caring workplaces

#### Alumni after-care

- After-care support for one year through constant engagement with a chef mentor
- Regular check-ins by the Academy team, to help alumni stay on course in their jobs
- Quarterly alumni gatherings for skills upgrading and industry networking

### Desired Outcomes

#### Optimised learning

through customised training tools & methods

#### Elevated income security & employment opportunities

through acquisition of industry-relevant skills, nationally recognised certificate and confidence to work in professional environments

#### Enhanced well-being

by supporting students to manage and make informed decisions on their future

#### Sustained employment

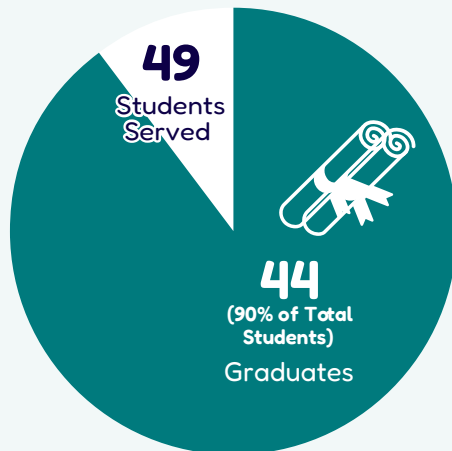
to support alumni's independence, providence for their families and life aspirations

# Social Impact

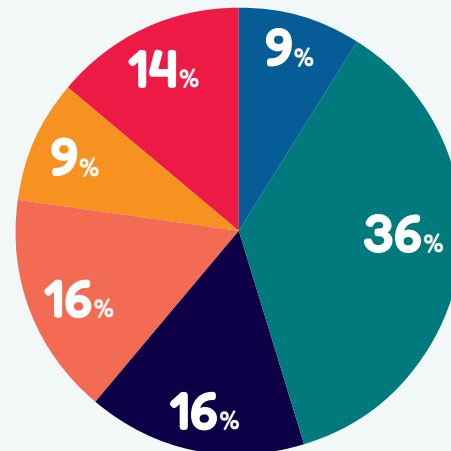
HCSA Academy

## STUDENT CARE

HCSA Academy adopts a social enterprise model and follows a holistic adult pedagogy to prepare F&B professionals who are workplace-ready. Through skills training, a nationally recognised qualification and job placement, we help our graduates secure gainful employment to provide for themselves and their families.



Source of Graduates



- Other HCSA Programmes
- Other Halfway Houses
- Prison Talks & Selarang
- Other Homes, Shelters, FSCs
- Alumni Referrals
- Members of Public



**35**  
(100% of Graduates Interested to Work in F&B)  
Graduates Placed in F&B Jobs



**\$2000**  
Minimum Starting Salary for Job Placements

# Team HCSA

Our People, Culture & Organisation team nurtures a culture of collaboration, open communication and trust among our people, and enhances capability through continuous learning and professional development opportunities.



## Our Value Proposition

### We Aspire

We are a **purpose-driven** team, **committed to empowering** the vulnerable in Singapore.

We **embrace** challenges and change, and **aspire** towards excellence.

### We Grow

We **serve** with passion and compassion.

We **support** one another to give a future and a hope.

We **nurture** an environment of learning and innovation through open communication and feedback.

### We Value

We **value** our staff, **recognising** their contribution and **caring** for their well-being.

We **empower** them to make a difference and are **committed to developing** their potential.

## Caring for Our People Shaping Our Team HCSA Culture



### HCSA Go!

Annual townhall to kickstart the year and focus Team HCSA on the key priorities ahead

### HCSA HeartStart

New people induction programme and conversations with the Leadership Team

### ETHICS Awards

Annual recognition of efforts to embody and encourage our values and culture



### HCSA Chat!

Open discussions on key issues that matter to our people

### HCSA Play!

Annual team-bonding and building

### HCSA BBT (Brewing Better Together)

Conversations from the heart with our CEO



### HCSA Celebrate!

Annual appreciation of the heart work and achievements by our people and teams

### Special Recognition Awards

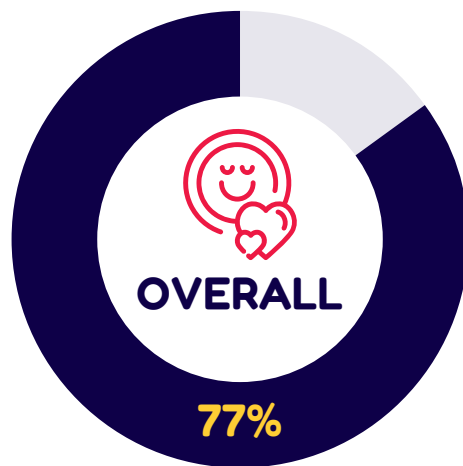
Annual honouring of efforts going above and beyond the call of duty

### Diversity, Equity & Inclusion Flexible Work Arrangements Self-Care

e.g. counselling, silver learning leave



## Team HCSA Culture



### Three Years Strong: HCSA is a Great Place to Work!

Thank you, Team HCSA, for living out our ETHICS values – Excellence, Teamwork, Honour, Integrity, Compassion and Servanthood – in all that you do. Together, we're building not just a great place to work, but a great place to serve and empower others with hope.

# Board & Leadership



LYNN HERMIJANTO



# Board of Directors



President  
**Dominique Choy**



Vice-President  
**Yeo Jih-Shian**



Vice-President  
**Dr. Rachel Ooi**



Secretary  
**Delene Lee**



Assistant Secretary  
**Clares De Cruz**



Treasurer  
**Brandon Phay**



Assistant Treasurer  
**Bryan Benjamin Leong**



**Tony Lim**



**Harry Loh**



**Lynn Hermijanto**



**Dr. Victor Goh**



Advisor  
**Vincent Lim**

Term ended on 27 May 2025: Emily Han & Francis Ding

## Management Committees & Academic Board

Highpoint Management Committee	Dayspring Management Committee	SPIN Management Committee	Academic Board
<p>Chair <b>Yeo Jih-Shian</b></p> <p><b>Bryan Benjamin Leong</b> <b>Chua Kok Wan</b> <b>Sharul Isaac Mahnon</b> <b>Dr. Genevieve Toh</b></p> <p>Term ended on 27 May 2025 <b>Dominique Choy</b> <b>Andrew Ong</b></p>	<p>Chair <b>Dominique Choy</b></p> <p>Deputy Chair <b>Lynn Hermijanto</b></p> <p><b>Jacqueline Yap</b> <b>Tina Lim</b> <b>Delene Lee</b> <b>Cathy Livingston</b> <b>Clares De Cruz</b> <b>Cheryl Lim-Tan</b> <b>Sharon Quek</b></p> <p>Term ended on 27 May 2025 <b>Hon Su Sian</b></p>	<p>Chair <b>Dominique Choy</b></p> <p>Deputy Chair <b>Jacqueline Yap</b></p> <p><b>Tina Lim</b> <b>Mary Thomas</b> <b>Sarah Pang</b></p>	<p>Chair <b>Dr. Victor Goh</b></p> <p><b>Brandon Phay</b> <b>Bryan Benjamin Leong</b> <b>Juliana Gomez</b> <b>Wong U-Yun</b></p> <p>Term ended on 27 May 2025 <b>Dominique Choy</b> <b>Yeo Jih-Shian</b> <b>Sean Low</b> <b>Kim Lang Khalil</b> <b>Sony Haq</b></p>



# Committees

People, Culture & Organisation Committee Nomination Committee	Philanthropy & Volunteerism Committee	Digital Transformation Committee	Finance & Investment Committee	Audit & Risk Committee
<p>Chair <b>Dr. Rachel Ooi</b></p> <p><b>Dominique Choy</b> <b>Amy Teo</b> <b>Linda Hui-Isaac</b> <b>Paul Loo</b></p> <p>Term ended on 27 May 2025 <b>Sharon Thompson</b> <b>Dr. Victor Goh</b></p>	<p>Chair <b>Dominique Choy</b></p> <p><b>Adelene Wee</b> <b>Dr. Rachel Ooi</b></p> <p>Term ended on 27 May 2025 <b>Emily Han</b></p>	<p>Chair <b>Bryan Benjamin Leong</b></p> <p><b>Benny Chee</b> <b>Ivan Gomez</b></p>	<p>Chair <b>Brandon Phay</b></p> <p><b>Melvin Tan</b> <b>Bryan Benjamin Leong</b> <b>Dominique Choy</b> <b>Wong U-Yun</b></p> <p>Term ended on 27 May 2025 <b>Harry Loh</b> <b>Francis Ding</b> <b>Delene Lee</b> <b>Tony Lim</b></p>	<p>Chair <b>Clares De Cruz</b></p> <p><b>Delene Lee</b> <b>Jason Ho</b></p> <p>Term ended on 27 May 2025 <b>Francis Ding</b> <b>Hon Su Sian</b></p> <p>Resigned on 4 Sep 2025 <b>Alberto Parisi Presicce</b></p>

# Leadership Team



Chief Executive Officer  
(retired 31 December 2025)  
**Kim Lang Khalil**



Chief Executive Officer  
(from 1 January 2026)  
**Andrew Tay**



Group Head, Sustainability & Partnerships  
**Daniel Chew**



Group Head, Organisational Excellence  
**Stephen Goh**



Head, HCSA Highpoint  
**Shawn Lim**



Head, HCSA SPIN  
(until 4 May 2025)  
**Adelene Wee**



Head, HCSA SPIN  
(from 1 May 2025)  
**Jeanne Lin**



Head, HCSA Academy  
**Sony Haq**



Head, Finance  
**Janice Chua**



Head, Partnerships & Strategic Communications  
(until 31 May 2025)  
**Andrew Ong**



Head, Partnerships & Strategic Communications  
(from 16 June 2025)  
**Clarence Lee**



Head, People & Culture  
**Samantha Lo**



Lead, Impact & Innovation  
(until 30 September 2025)  
**Maria Chua**

# Organisation Structure

## Board of Directors

We are governed by our Board of Directors  
Reporting to the Board of Directors are Committees that look into specific areas

Highpoint Management Committee

Dayspring Management Committee

SPIN Management Committee

Academic Board

Philanthropy & Volunteerism Committee

People, Culture & Organisation Committee

Nomination Committee

Digital Transformation Committee

Audit & Risk Committee

Finance & Investment Committee

## Leadership Team

We are headed by our Chief Executive Officer (CEO) and the Leadership Team

### SIGNATURE PROGRAMMES

**HIGHPOINT**  
REBUILDING EX-OFFENDERS' LIVES

**DAYSPRING**  
JOURNEYING WITH  
TRAUMA SURVIVORS

**SPIN**  
EMPOWERING  
SINGLE-PARENT  
FAMILIES

**ACADEMY**  
PREPARING WORKPLACE-READY  
PROFESSIONALS

### CORPORATE FUNCTIONS

Impact & Service  
Innovation  
People & Culture  
Organisational  
Development  
Volunteer Management  
Partnerships &  
Strategic Communications

Business Development  
Digital Transformation  
Finance  
Facilities & Leasing  
Governance, Risk &  
Compliance

# Volunteer Community

HCSA Community Services is deeply appreciative of our prosocial network of like-minded partners, who have rallied around our clients' areas of needs. These highlights affirm how our gotong royong community is working hand-in-hand in kindness to ensure no one is left behind as we build Singapore's shared future together.

## Our Volunteer Community

	Number of Volunteers	Volunteer Hours Served
HCSA Highpoint	215	1,680
HCSA Dayspring	262	1,461
HCSA SPIN	585	5,895
Corporate Services	531	1,516
<b>Total</b>	<b>1,593</b>	<b>10,552</b>



**Dr. Genevieve Toh**  
**HCSA Highpoint Volunteer Counsellor**  
**& Management Committee Member**

By training, Dr. Genevieve Toh is a medical doctor working in clinical governance and patient safety at a public hospital. While her work focuses on systems that keep patients safe, she has always been deeply interested in the human stories behind recovery. This interest led her beyond medicine into further studies in Public Health and later counselling, where she discovered another way to support healing – by walking alongside people as they rebuild their lives.

In 2024, while completing her counselling practicum, Genevieve was looking for a placement where learning could be meaningful and service-oriented. That search led her to HCSA Highpoint, a halfway house supporting men as they prepare for reintegration after incarceration. The organisation's purpose – to give a future and a hope – resonated strongly with her. Genevieve began volunteering as a counsellor-in-training, and even after meeting her course requirements, she chose to continue serving.

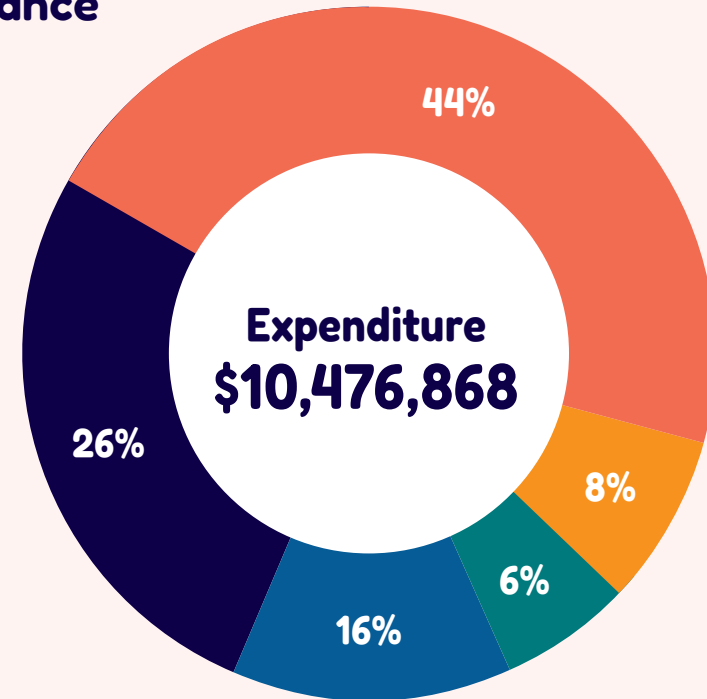
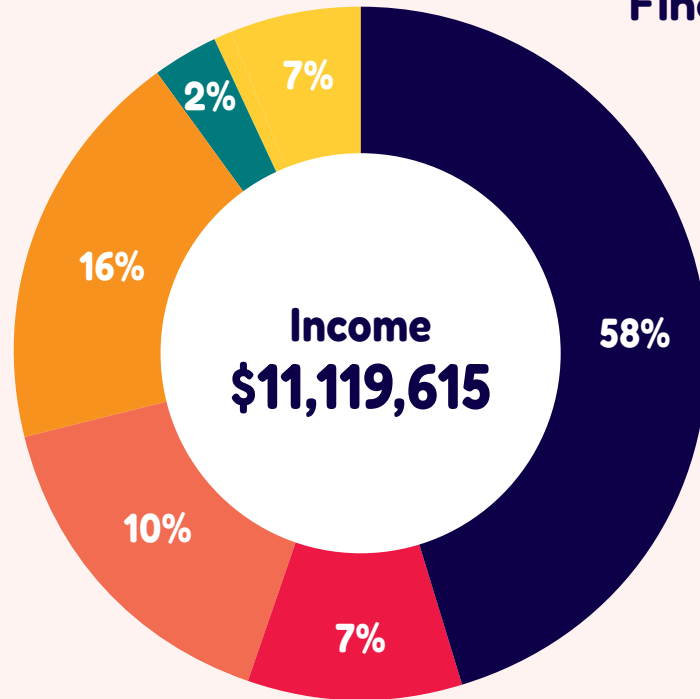
At HCSA Highpoint, Genevieve provides individual counselling and supports group work, including pre-release sessions conducted in prisons through Expedition Highpoint. Much of the work involves patience and presence – showing up consistently, listening without judgement, and allowing trust to grow over time. Some progress comes quietly: a resident learning to express long-held emotions, or gaining confidence to pursue further education. For Genevieve, these moments affirm the power of dignity, respect, and steady encouragement.

What began as a practicum has grown into a sustained commitment. Describing her experience at Highpoint as “restorative,” Genevieve continues to volunteer and has now stepped up further to serve on HCSA Highpoint's Management Committee, contributing at a governance level to strengthen the programme's long-term impact. Her journey reflects the heart of volunteer service – not having all the answers, but choosing to stay, to serve, and to believe in second chances.



# Financial Highlights

## Summary of Financial Performance



- Government grants
- Donations
- Income from fund-raising events
- HCSA Academy course fees
- Others
- Rental income, utilities recovery & carpark fees

- HCSA Dayspring
- HCSA SPIN
- HCSA Academy
- HCSA Highpoint
- Shared Services

### Green Investments

Our excess funds, which are the surplus remaining after all expenses and obligations have been paid, are invested with Lion Global Investors (LGI), of which material ESG factors are integrated into the existing investment process. For instance, the LGI investment team performs a targeted engagement with investee companies to better understand their stance towards these material ESG issues and encourage improvement, and ultimately influence LGI's investment decisions.

*For more information on our major financial transactions, please refer to our Audited Financial Statements. The assets are listed in notes 5 to 10. Our assets are held for the purpose of fulfilling the current and future plans and commitments of the charity, as stated in the Annual Report, with particular regard to on-going items of expenditure, projects yet to be completed and obligations yet to be met.*

# Environmental Efforts

## Community Therapeutic Spaces

### Purpose designed therapeutic environments

Our environmental efforts extend beyond energy efficiency to the intentional design of indoor spaces that support emotional safety, healing and social connection. As a social service agency, we recognise that the quality of physical environments directly influences wellbeing, engagement and long-term outcomes for the individuals and families we serve. Our approach integrates therapeutic intent into space planning, complementing our broader sustainability and resource management efforts.

### HCSA Highpoint's AIMSpace

In 2025, we launched AIMSpace, a dedicated community space for HCSA Highpoint's alumni support networks, AIMS (desistors) and WISDOM (spouses and partners). Designed as a safe, welcoming and interactive environment, AIMSpace supports peer connection, prosocial engagement and community-building for individuals transitioning beyond residential rehabilitation. The space provides a stable therapeutic anchor that fosters belonging, reflection and sustained recovery within a supportive community setting.



### HCSA SPIN

We also enhanced the physical environment supporting HCSA SPIN, creating a warmer and inclusive social space for single parents and their children. Our community centre is designed to facilitate counselling, group engagement and family-centred activities in an environment that feels safe and affirming. By prioritising comfort, accessibility and emotional safety, HCSA SPIN's community spaces enable deeper engagement and more sustainable outcomes for single-parent families.



## HCSA GROW Community Garden & Farm



Alongside a thriving community of volunteers, we established a farm-to-table edible garden in HCSA Village to support both the residents of HCSA Highpoint and culinary students at HCSA Village. Gardening is a therapeutic and calming activity for our former offenders and recovering drug abusers, who are also encouraged to build their social skills and forge bonds as they interact with our gardening volunteers.

With the support of SG Eco Fund by Ministry of Sustainability and the Environment (MSE), HCSA GROW's expansion to a vertical farm was completed in 2025, with the hope that this could create potential pathways for our Highpoint residents to be placed in landscaping, farming or conservation jobs.



## Resource Management

We are committed to sustainable resource management, and have implemented several new measures to reduce our environmental footprint.

In line with the Singapore Green Building Masterplan, we focused on reducing heat gain and improving energy efficiency across our facilities through targeted building enhancements. During the year, HCSA Highpoint's halfway house and HCSA Academy were repainted using solar reflective paint, helping to moderate indoor temperatures and reduce reliance on mechanical cooling. In parallel, we commenced planning for the installation of solar panels at HCSA Village, as part of our longer term transition towards renewable energy and more sustainable facility operations.

At HCSA GROW, we have rolled out sustainable farming systems and food waste valorisation with the support of MSE. Our smart capillary irrigation system ensures efficient water use and minimal wastage in our urban farm. We have also engaged nearby shopping centres, hawker centres and wet markets to collect and repurpose more than 2000kg of food waste as compost in 2025.

## Green Investments

Our excess funds, which are the surplus remaining after all expenses and obligations have been paid, are invested with Lion Global Investors (LGI), of which material ESG factors are integrated into the existing investment process. For instance, the LGI investment team perform a targeted engagement with investee companies to better understand their stance towards these material ESG issues and encourage improvement, and ultimately influence LGI's investment decisions.

# Looking Ahead

## Anchored for the Journey Ahead

HCSA Community Services exists for a clear and enduring reason. Our **Purpose** is our fundamental reason for being – to give a future and a hope. It is our **North Star**, steady and unmoving, guiding our direction across changing seasons and circumstances. From our God-given Purpose flows everything we do, shaping how we understand our role in supporting lives, families and communities across Singapore.

Our **Vision** gives shape to that calling. It describes the horizon we are journeying towards – lives transformed, families strengthened and communities uplifted. This is not an abstract aspiration, but a picture of a more compassionate and resilient social fabric, where individuals are restored with dignity and families are supported to flourish within their communities.

Our **Mission** sets the course. It expresses how we move towards that horizon each day – by empowering the vulnerable to find purpose for a more abundant life. Through our programmes, partnerships and advocacy, we walk alongside those rebuilding from trauma, incarceration, family breakdown or economic insecurity, translating conviction into action and hope into lived reality.

Together, our Purpose, Vision and Mission serve as our anchors – holding us steady in who we are, grounding us in our calling, and ensuring that as we move forward, we do not drift from what matters most.

## Goals 2030 – Moving Forward with Clarity and Direction

As we look beyond the immediate horizon, we recognise that compassion alone is not enough. Love must be sustained by clarity, discipline and stewardship. To this end, HCSA has articulated **Goals 2030**, not as anchors that hold us in place, but as the direction towards which we are intentionally moving.

If our Purpose, Vision and Mission anchor us, then our Goals 2030 give focus to our movement. They define where we are investing our energy and how we are shaping the organisation for the future. With steady anchors beneath us, we are able to deploy both engine and rudder – generating momentum and steering wisely in a complex and changing social landscape.

Our Goals 2030 focus on three anchoring commitments:

- **Knowledge Hub** – strengthening how we learn, reflect and share practice, so that wisdom gained from lived experience and evidence-based practice deepens the quality of care we offer.
- **Excellent Brand** – building trust through strong governance, integrity and credibility, recognising that public confidence is essential for long term mission faithfulness.
- **Sustainable** – stewarding our finances, operations and people well, so that HCSA remains resilient and able to serve future generations with faithfulness and care.

Together, these goals guide our forward movement – helping us translate conviction into direction, and direction into sustained impact.





## From Calling to Action – Operationalising Our Theory of Change

As we seek to remain faithful stewards of what God has entrusted to us, we recognise the importance of clarity in how we create impact. HCSA's organisation-wide Theory of Change defines how we contribute to reversing cycles of social disadvantage for marginalised individuals and families, aligning our programmes, partnerships and strategic decisions towards a shared definition of impact.

Through two interconnected pathways – **programmes and advocacy** – we journey with individuals and families as they progress towards meaningful change. For our programmes pathway, the four key outcomes we endeavour to achieve with our clients are: **healing and well-being, skills and opportunities, social connection and belonging, and societal reintegration.**

Our advocacy efforts strengthen the broader ecosystem by increasing awareness and mobilising meaningful action through partnerships, volunteering and community support, enabling sustained impact beyond direct services.

Anchored in our organisation-wide Theory of Change, we are building impact measurement practices at both programme and organisational levels, to ensure that the change we create in the lives of individuals, families and communities is clearly measured and meaningful.

## Stewardship of Resources and Future Commitments

HCSA Community Services is a social service agency with Institution of a Public Character (IPC) status. We hold our resources in trust to advance our charitable purposes, sustain our care environments and strengthen the long-term delivery of our services.

In the year ahead, our stewardship continues to be expressed through the faithful care of what God has entrusted to us – our programmes, our people and the places where restoration and rebuilding take place. This includes meeting ongoing commitments that ensure our services remain safe, effective and fit for purpose, so that those who journey with us are supported with dignity and care.

At the same time, we are carrying forward several key projects that remain in progress. These include the retrofitting works at **HCSA Highpoint** to support the implementation of the Enhanced Halfway House Service Model (HSM+), strengthening the physical environment in which residents rebuild stability and direction. We are also focused on deepening and strengthening our **HCSA Village ecosystem**, including the development of a solar panel project and the optimisation of tenant mix and alternate use within the Village for the benefit of our service-users. Together, these efforts are intended to

better serve our service users and community, while supporting long term sustainability and responsible stewardship of shared resources.

Across all these commitments, our posture remains the same: to steward wisely what has been entrusted to us, so that our care environments continue to be places of safety, belonging and hope.

## Walking Forward Together

We step into the next season with clear-headed awareness that social needs are becoming more complex, and with prayerful peace that we do not journey alone. The story of HCSA has always been one of God's faithfulness through small beginnings, and of communities coming together to carry hope in practical ways.

As we look ahead, we remain anchored in our North Star, held steady by our Goals 2030, and committed to service that strengthens lives, families and the social fabric of Singapore. We will continue building bridges between donors, volunteers, partners and service-users, because healing and reintegration are never solitary journeys – they are sustained by belonging, accountability and love lived out over time.

Above all, we hold fast to this calling: to be faithful stewards of a Purpose entrusted by God – giving a future and a hope, and to help more lives find their way home.

# Governance

## Board Governance

The Board of Directors acts in the best interests of HCSA Community Services to fulfil our mission of empowering the vulnerable to find purpose for a more abundant life. The Board also ensures there are adequate resources for the operations and programmes of HCSA, and that such resources are effectively and efficiently managed. There are processes in place to ensure HCSA complies with all applicable laws, rules and regulations. There is an appropriate code of conduct, which upholds the core values of HCSA; and policies to ensure compliance with the Code of Governance.

Day-to-day management of HCSA is delegated by the Board to the Leadership Team headed by the Chief Executive Officer (CEO). There are written job descriptions for executive functions and operational duties.

Initiation of new programmes and activities, changes in current programmes and significant transactions require the approval of the Board/Committee. The Board also reviews and approves the annual budget prepared by the Management. There are terms of reference for both the Board, and Committees reporting to the Board.

The Board strives to ensure that it collectively has core competencies in areas such as law, finance, management, strategic planning, human resource, technology, and that it incorporates a degree of diversity. All Board members are independent. Independence refers to not having any family, employment, business and other relationship with HCSA, any related companies or their officers that could interfere or be reasonably perceived to interfere, with the exercise of the Board member's independent judgment made in the best interests of HCSA.

None of the Board members are staff of HCSA. The Board comprises members from diverse backgrounds with expertise in various industries and professions. The Treasurer can only serve a maximum of four consecutive years.

HCSA has retained one Board member who have served more than ten consecutive years to ensure the necessary skill sets are represented on the Board, and help the Board in its succession planning for the new President. During the election and appointment of the Board at the Annual General Meeting in 2025, her extension was deliberated and approved, to assist the Board with its succession plan and leadership transition.

More than half the Board has served for five years or less. Induction and orientation were organised for incoming Board members on 1 July 2025. All Board members were re-appointed or newly appointed for a term of two years during the Annual General Meeting on 28 May 2025. Office bearers were also appointed or re-appointed during the Annual General Meeting. New Board members are subject to background checks to ensure they are suited to be on the Board.

The Board did a self-assessment of its performance and effectiveness in September 2024 through National Volunteer And Philanthropy Centre (NVPC)'s Centre for Non-Profit Leadership, with the Charity Board Leadership Study published in 2025.

Relevant discussions, dissenting views and decisions are recorded in the minutes of General and Board meetings, with the minutes circulated to the Board typically within a month. Board meetings have a quorum of half the Board or at least three Board members, whichever is greater, as stated in HCSA's Constitution.



## Board of Directors

Name	Role	Appointment to the Board	Board Meeting Attendance	Appointment to Office	Occupation (Relevant Office Holders)	Past Appointments
Dominique Choy	President	1 January 2009	4 / 4	25 May 2022	Director, Acquisitions and Development Klear Picture Capital APAC Pty Ltd	Vice-President
Yeo Jih-Shian	Vice-President	31 May 2017	4 / 4			
Dr. Rachel Ooi	Vice-President	24 May 2023	3 / 4			
Brandon Phay	Treasurer	24 November 2021	4 / 4	28 May 2025	Global Operational Excellence Supplier Quality Engineering, Flowserve Corporation	Secretary
Bryan Benjamin Leong	Assistant Treasurer	28 May 2025	3 / 4			
Delene Lee	Secretary	23 May 2018	4 / 4	28 May 2025	Partner Development Manager, Cisco	Treasurer
Clares De Cruz	Assistant Secretary	28 May 2025	3 / 4			
Tony Lim	Member	25 May 2016	3 / 4			
Harry Loh	Member	23 August 2023	4 / 4			
Lynn Hermijanto	Member	23 August 2023	4 / 4			
Dr. Victor Goh	Member	28 May 2025	4 / 4			
Vincent Lim	Advisor	N.A.	4 / 4			

## Committees

### Highpoint Management Committee

The Highpoint Management Committee provides overall direction as determined by the Board and oversee effective delivery of services by HCSA Highpoint to our service-users, taking into consideration the needs of the community we serve, so as to afford the best use of human resources, premises, assets and finances.

Name	Role	Appointment to the Committee	Meeting Attendance	Remarks
Yeo Jih-Shian	Chair	27 July 2022	3 / 4	
Bryan Benjamin Leong	Member	1 August 2023	4 / 4	
Dominique Choy	Member	6 May 2024	1 / 2	Term ended on 27 May 2025
Andrew Ong	Member	17 October 2022	2 / 2	Term ended on 27 May 2025
Chua Kok Wan	Member	28 June 2025	1 / 4	
Sharul Isaac Mahnon	Member	28 June 2025	1 / 4	
Dr. Genevieve Toh	Member	13 August 2025	2 / 4	



## Dayspring Management Committee

The Dayspring Management Committee provides overall direction as determined by the Board and oversee effective delivery of services by HCSA Dayspring to our service-users, taking into consideration the needs of the community we serve, so as to afford the best use of human resources, premises, assets and finances.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Dominique Choy	Chair	1 January 2007	4 / 4	
Delene Lee	Deputy Chair/ Member	1 January 2016	4 / 4	Stepped down as Deputy Chair on 27 May 2025
Lynn Hermijanto	Member/ Deputy Chair	11 October 2023	3 / 4	Stepped up as Deputy Chair on 28 June 2025
Jacqueline Yap	Member	1 January 2007	4 / 4	
Tina Lim	Member	1 January 2007	4 / 4	
Cathy Livingston	Member	1 January 2017	4 / 4	
Hon Su Sian	Member	31 May 2022	0 / 2	Term ended on 27 May 2025
Clares De Cruz	Member	29 November 2023	4 / 4	
Cheryl Lim-Tan	Member	28 June 2025	2 / 2	
Sharon Quek	Member	28 June 2025	2 / 2	

## SPIN Management Committee

The SPIN Management Committee provides overall direction as determined by the Board and oversee effective delivery of services by HCSA SPIN to our service-users, taking into consideration the needs of the community we serve, so as to afford the best use of human resources, premises, assets and finances.

Name	Role	Appointment to the Committee	Committee Meeting Attendance
Dominique Choy	Chair	1 January 2007	4 / 4
Jacqueline Yap	Deputy Chair	1 January 2016	3 / 4
Tina Lim	Member	1 January 2007	3 / 4
Mary Thomas	Member	28 June 2025	2 / 4
Sarah Pang	Member	13 August 2025	2 / 4

## Academic Board

The Academic Board is the Academic committee of HCSA Academy responsible for formulating and approving the academic policies and procedures of the Academy. The Academic Board advises the management on matters pertaining to academic directions, curriculum, training, learning and assessment of the Academy courses.

Name	Role	Appointment to the Committee	Committee Meeting Attendance	Remarks
Brandon Phay	Chair/ Member	19 July 2022	4 / 4	Stepped down as Chair on 27 May 2025
Dr. Victor Goh	Chair	28 May 2025	0 / 2	
Dominique Choy	Member	2 December 2017	0 / 2	Term ended on 27 May 2025
Yeo Jih-Shian	Member	27 July 2020	0 / 2	Term ended on 27 May 2025
Sean Low	Member	15 November 2022	0 / 2	Term ended on 27 May 2025
Kim Lang Khalil	Member	25 February 2019	2 / 2	Term ended on 27 May 2025
Sony Haq	Member	25 February 2019	2 / 2	Term ended on 27 May 2025
Bryan Benjamin Leong	Member	28 June 2025	2 / 2	
Juliana Gomez	Member	28 June 2025	2 / 2	
Wong U-Yun	Member	28 June 2025	2 / 2	

## People, Culture & Organisation Committee

The People, Culture & Organisation Committee consults and coaches for a change programme on strategy and implementation plan that will help level up HCSA capabilities to deliver its evolving mission and vision; reviews and develops People, Culture & Organisation structure, policies and implementation plans; and proposes to the Board for approval, the annual increment and performance bonus quantum.

## Nomination Committee

The Nomination Committee leads the process for Board appointments. The Committee makes recommendations to the Board and assists the Board in fulfilling its corporate governance responsibilities regarding all matters related to the appointment and termination of Board directors, their training, performance evaluation, etc.

The members of the People, Culture & Organisation Committee and the Nomination Committee were the same.

Name	Role	Appointment to the Committees	Meeting Attendance	Remarks
Dr. Rachel Ooi	Chair	14 June 2023	4 / 4	
Dominique Choy	Member	1 June 2022	4 / 4	
Sharon Thompson	Member	14 June 2023	1 / 1	Term ended on 27 May 2025
Dr. Victor Goh	Member	14 June 2023	1 / 1	Term ended on 27 May 2025
Amy Teo	Member	28 May 2025	3 / 3	
Linda Hui-Isaac	Member	28 May 2025	2 / 3	
Paul Loo	Member	28 May 2025	3 / 3	

### Philanthropy & Volunteerism Committee

The Philanthropy & Volunteerism Committee is responsible for overseeing HCSA's overall fundraising and in particular, the strategic fundraising done by the Board, staff and volunteers. The Committee works with the CEO and Partnerships & Strategic Communications team to establish a fund-raising plan; and monitors fund-raising efforts to be sure that ethical practices are in place and fundraising efforts are cost-effectively managed.

Name	Role	Appointment to the Committee	Meeting Attendance	Remarks
Dominique Choy	Chair	27 July 2022	2 / 2	
Emily Han	Co-Chair	27 July 2022	0 / 0	Term ended on 27 May 2025
Adelene Wee	Member	8 February 2024	2 / 2	
Dr. Rachel Ooi	Member	28 June 2025	2 / 2	

### Digital Transformation Committee

The Digital Transformation Committee provides strategic direction, expertise, consultation and guidance to HCSA in its efforts to advance digital transformation. The Committee aims to ensure HCSA remains relevant by leveraging digital technologies to enhance service delivery, improve operational efficiency and better serve the community.

Name	Role	Appointment to the Committee	Meeting Attendance	Remarks
Bryan Benjamin Leong	Chair	28 May 2025	2 / 2	
Benny Chee	Member	28 June 2025	2 / 2	
Ivan Gomez	Member	28 June 2025	2 / 2	

### Audit & Risk Committee

The Audit & Risk Committee provides independent oversight into HCSA's accounting and financial reporting, and oversees the annual audits. The Committee also oversees corporate governance, ethics, adequacy of internal controls, proper authorisation of activities and expenditures, and protection of employees raising concerns about serious accounting or auditing irregularities (whistleblowing).

Name	Role	Appointment to the Committee	Meeting Attendance	Remarks
Francis Ding	Chair	25 May 2022	1 / 1	Term ended on 27 May 2025
Clares De Cruz	Chair	28 May 2025	1 / 1	
Hon Su Sian	Member	27 July 2022	1 / 1	Term ended on 27 May 2025
Delene Lee	Member	22 July 2025	1 / 1	
Jason Ho	Member	1 August 2025	1 / 1	
Alberto Parisi Presicce	Member	22 July 2025	0 / 1	Resigned on 4 September 2025

### Finance & Investment Committee

The Finance & Investment Committee provides strategic direction and oversight of HCSA's investment assets and fiscal management, including: review of the annual budget and financial statements; monitoring of HCSA's financial status; review of the investment strategy; and evaluation of the investment performance.

The members of the Finance Committee and the Investment Committee were different until the two committees were merged on 28 May 2025.

Name	Role	Appointment to the Committee	Meeting Attendance
Brandon Phay	Chair	28 May 2025	2 / 2
Melvin Tan	Member	28 June 2025	1 / 2
Bryan Benjamin Leong	Member	28 June 2025	2 / 2
Dominique Choy	Member	28 June 2025	1 / 2
Wong U-Yun	Member	28 June 2025	2 / 2

## Finance Committee

The Finance Committee reviews and recommends approval of an annual operating and capital budget; regularly reviews financial results; ensures the maintenance of an appropriate reserve, and oversees the management of organisation-wide financial assets. The Committee also ensures that Management employs personnel and systems capable of providing timely and accurate financial information to key decision-makers.

Name	Role	Appointment to the Committee	Meeting Attendance	Remarks
Harry Loh	Chair	29 May 2024	1 / 2	Term ended on 27 May 2025
Delene Lee	Member	30 September 2020	2 / 2	Term ended on 27 May 2025
Francis Ding	Member	25 May 2022	2 / 2	Term ended on 27 May 2025

## Investment Committee

The Investment Committee provides strategic direction and oversight of HCSA's investment assets, to at least maintain the real value of the investment portfolio over the long term; to generate a consistent and sustainable return; and to deliver the investment objectives within the investment guidelines approved by the Board.

Name	Role	Appointment to the Committee	Remarks*
Francis Ding	Chair	25 May 2022	Term ended on 27 May 2025
Delene Lee	Member	27 July 2022	Term ended on 27 May 2025
Melvin Tan	Member	27 July 2022	Re-appointed to the Finance & Investment Committee
Tony Lim	Member	27 July 2022	Term ended on 27 May 2025

\* The 2025 meetings were held by the new Finance & Investment Committee.

## Appointment of CEO

Kim Lang Khalil was appointed as CEO on 1 January 2019, and retired on 31 December 2025. Andrew Tay was appointed as CEO on 1 January 2026.

## Leadership Team

The Board and Management (the Leadership Team) are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and the Leadership Team are clear and distinct.

Day-to-day management of HCSA is delegated by the Board to the Leadership Team headed by the Chief Executive Officer (CEO). There are written job descriptions for executive functions and operational duties for clarity.

The Leadership Team are hired with suitable qualifications and experience, and background checks are conducted to ensure they are suited to work at HCSA. The Leadership Team are inducted and undergo training, and their performance are reviewed annually to ensure effectiveness.

The Leadership Team ensures the Board is provided with complete and timely information, and do not vote or participate in the Board's decision-making.

Clear reporting structures, augmented by our Quality Management System, are in place so that the Board, Leadership Team and staff can access all relevant information, advice and resources to conduct their roles effectively.

## Quality Management System

HCSA has established a digital-first quality management system for institutional management and transfer of knowledge. This system draws reference from ISO:9001 with mapping of documents to the National Council of Social Service's Organisational Health Framework for Social Services and the Charity Council's Code of Governance.

HCSA's quality management system applies to the Constitution, policies, strategic plans, terms of references and procedures/processes (work instructions) required for compliance to the Code of Governance, as well as supporting guidelines and forms.



#### Key policies include:

- Board Functions, Responsibilities and Strategies
- Service and Quality Standards
- Investment
- Finance & Procurement (including revenue and receipting; procurement and payment; and system for the delegation of authority and limits of approval)
- Anti-Money Laundering & Countering the Financing of Terrorism
- Fundraising
- Volunteer Management
- Human Resource (including employment practices)
- Information Technology
- Cyber Security
- Data Privacy Management (including data protection)
- Whistleblowing
- Media Communication

## Conflict of Interest

HCSA has implemented a conflict of interest policy to avoid situations where there may be real, potential or perceived conflicts of interest; and to protect HCSA from any appearance of impropriety. There are procedures for Board members and staff to declare actual or potential conflicts of interest at the earliest opportunity. Board members recuse themselves, and do not vote or participate in decision-making on matters where they have a conflict of interest.

## Strategic Planning

The Board periodically reviews HCSA's strategic plan to ensure our activities are in line with our objectives. The theme for 2025 and overall direction on the sustainability of services, finance and the environment, as well as capacity and capability building plans, and regular updates on our implementation progress, were shared by the CEO for the Board's review.

## Human Resource and Volunteer Management

We have implemented a human resource policy for staff, including employment practices. There are processes for regular supervision, appraisal and professional development of staff. We also have a volunteer management policy in place for volunteers.

There are codes of conduct for Board members, staff and volunteers.

## Financial Management and Internal Controls

We have implemented a policy on discretionary purpose or incidental programmes, that are recognised to further advance the interest of HCSA and must be approved by the Board. The type and amount of risks HCSA is prepared to take in pursuit of our charitable purposes must be articulated, to support the Board's decision-making and approval of any loans, donations, grants or financial assistance that are not part of our core charitable programmes.

The Board ensures that reviews on HCSA's internal controls, processes, key programmes and events are regularly conducted. Internal controls are in place to manage and monitor HCSA's funds and resources, including key processes such as revenue and receipting, procurement and payment, delegation of authority and limits of approval.

The Audit Committee (2023-2025) passed the Audited Financial Statements, which documented the financial risks to HCSA. This demonstrates their confidence in our operational policies and procedures to manage the key financial risks. After the Annual General Meeting 2025, the new Audit and Risk Committee's oversight was expanded to enterprise risks, and we are working on implementing Enterprise Risk Management in 2026 for enhanced confidence. Financial risks are disclosed in the Audited Financial Statements.

We have implemented a whistleblowing policy for any persons to raise concerns about possible wrongdoings within the charity, and ensure such concerns are investigated independent of the staff or volunteer under investigation, and follow-up action taken as appropriate.

The Board approves an annual budget for HCSA's plans and regularly monitors our expenditure. HCSA has implemented investment and reserves policies approved by the Board. The reserves policy sets guidance on how HCSA manages our cash, liquid assets and debt; to balance the needs of current and future beneficiaries, and provide stakeholders with assurance that HCSA is well managed and has a strategy for building up reserves.

HCSA will work towards building up one-year reserves of operating expenditures from our unrestricted funds that are freely available for operating purposes, to ensure long-term sustainability. For more information on the level and purposes of reserves held, and the purposes and amounts of funds held for specific purposes and when those funds are likely to be used, please refer to notes 25, 12 and 12A of our Audited Financial Statements.

## Fundraising Practices

We have implemented a fundraising policy, which upholds the guiding principles that anchor our fundraising strategies and activities. All cash donations (solicited and unsolicited) are properly accounted for and promptly deposited by the Finance team. All donations in kind are similarly properly recorded and accounted for.

## Disclosure and Transparency

The number of Board meetings in the financial year, and the attendance of every Board member at these meetings, have been disclosed. We have likewise disclosed the number of Committee meetings and attendance of each Committee member.

Board members are not remunerated for their services to the Board. No staff is involved in setting their own remuneration.

The annual salary band for our three highest paid staff:

Annual remuneration	Number of staff
\$100,001 to \$200,000	2
\$200,001 to \$300,000	1

There are no paid staff, being a close member of the family belong to the Chief Executive Officer or Board Member, who have received remuneration exceeding \$50,000 in 2025.

## ESG Reporting

HCSA's environmental, social and governance (ESG) considerations are integrated throughout our Annual Report. We have reported on our Theory of Change, care approaches and resulting Quality of Life impact on service-users throughout our four signature programmes; as well as our value proposition and care approach for our people, in building up our Team HCSA culture and improving on our Great Place to Work certification. Our environmental and governance efforts are reported in dedicated sections, with ESG considerations for investment of our excess funds additionally reported under Financial Highlights.

## Public Image

HCSA's charitable purposes are published on the Charity Portal, as well as our website and Annual Report for easy access by the public. We have implemented a media communication policy to help the Board and the Leadership Team build positive relationships with the media and public. We have implemented strategies for regular communication with our stakeholders and the public, to strengthen our charity's brand and narrative, as well as our social causes, care approach and impact on our service-users. We listen to the views of our stakeholders and public, including through post-activity reviews, for continual improvement.

## Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>PRINCIPLE 1</b>				
<b>The charity serves its mission and achieves its objectives</b>				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Complied	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Complied	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Complied	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Complied	
<b>PRINCIPLE 2</b>				
<b>The charity has an effective Board and Management</b>				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Complied	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Complied	

7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Complied	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Complied	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Complied	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).  For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Complied	
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Complied	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Complied	

13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.  For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Complied	
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Complied	
<b>PRINCIPLE 3</b> <b>The charity acts responsibly, fairly and with integrity</b>				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Complied	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Complied	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	

18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Partial Compliance	We are reviewing our processes for communicating our Code of Conduct to volunteers.
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Complied	
<b>PRINCIPLE 4</b> 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	Complied	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Complied	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Complied	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Complied	

25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Complied	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Partial Compliance	The Audit Committee (2023-2025) passed the Audited Financial Statements, which documented the financial risks to HCSA. This demonstrates their confidence in our operational policies and procedures to manage the key financial risks. After the Annual General Meeting 2025, the new Audit and Risk Committee's oversight was expanded to enterprise risks, and we are working on implementing Enterprise Risk Management in 2026 for enhanced confidence.
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Complied	
<b>PRINCIPLE 5</b> The charity is accountable and transparent				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Complied	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Complied	

30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Complied	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Complied	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Complied	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Complied	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Complied	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Complied	

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



# Our Awesome Donors

We would like to express our heartfelt appreciation and gratitude to the following corporations, foundations and grantmakers, and community groups for your generous donations. Your kindness and generosity will go towards programmes that nurture resilient family and social bonds – thus reversing the cycle of intergenerational social disadvantage.

Thank you for your continued support in giving a future and a hope to those we serve.



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# How You Can Help

Our services to the community are made possible through the warm hearts and generous contributions of our partners' time, expertise and resources. If you would like to join our circle of kindness, here are some practical ways we can live out our kampung spirit:

## Volunteer with Us

We welcome both new and experienced volunteers at HCSA Community Services! From service-based to event-based and skilled-based volunteering, you can help us make a difference as you engage with and learn more about our clients' life journeys.



[hcsa.org.sg/volunteer-registration](https://hcsa.org.sg/volunteer-registration)



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Collaborate with us on a meaningful project that reflects your organisation's social mission or contribute your skills and expertise in providing pro bono services. Help us empower our clients to achieve sustained employment and financial independence by offering them suitable jobs.

Bond over a scrumptious meal in our team bonding culinary workshops, and prepare a three-course meal for each other under the guidance of our HCSA Academy

chefs. From plated meals to buffets, our Academy team also offers private dining experiences for cosy gatherings and exclusive parties.



[hcsa.org.sg/donate](https://hcsa.org.sg/donate)

## Donate / Fundraise for Our Clients

A little goes a long way in making a difference to the lives of our clients, and social service agencies like us require millions in funds annually to serve their needs. Give an outright donation, create a fundraising campaign or adopt us as your organisation's charity.

All donations are eligible for a 250% tax deduction and Tote Board's donation matching grant.





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☎ 6745 3532

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