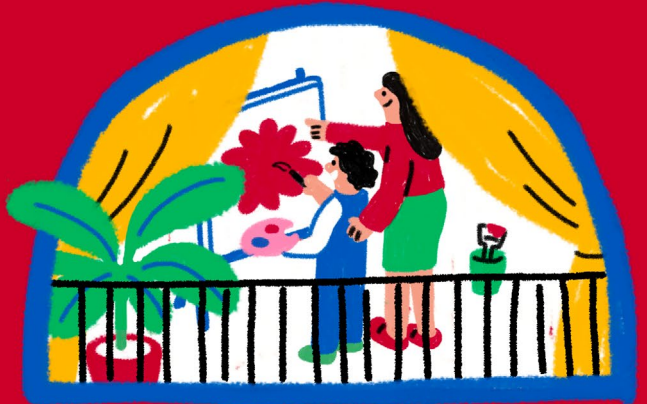


ANNUAL  
REPORT  
2024



IT TAKES A

Village



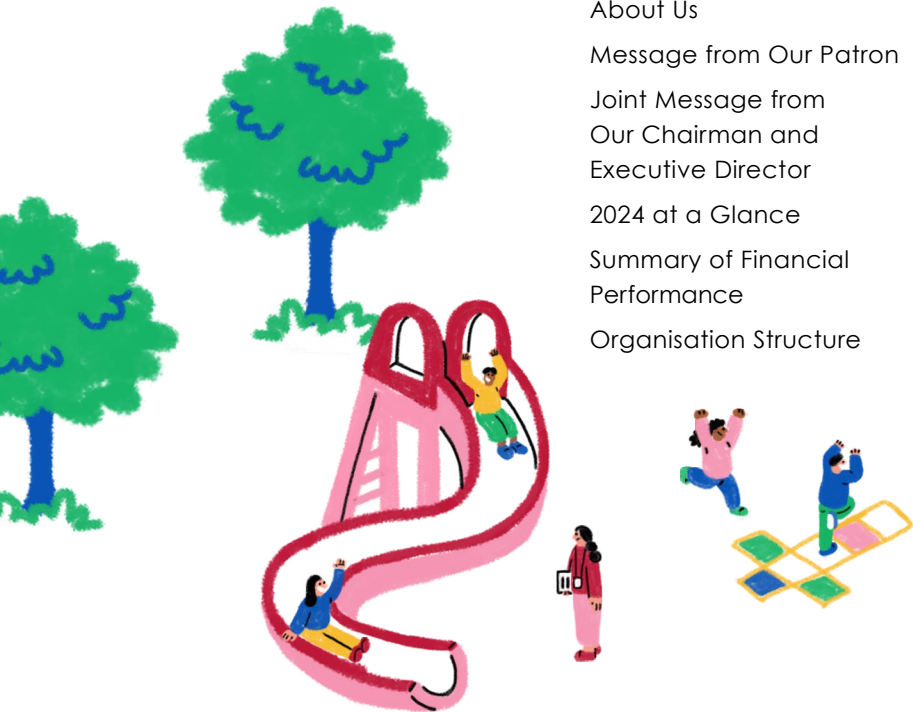
CHILDREN'S  
AID  
SOCIETY

FOUNDED IN 1902

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# ABOUT CAS



# ABOUT US

Established in 1902, Children's Aid Society (CAS) is amongst Singapore's oldest secular philanthropic organisations. Through our two services, Melrose Home and Melrose Care, we provide residential care and specialised therapies to support children and youths who have experienced adverse life circumstances such as abuse or neglect.



Our services seek to mitigate the impact of these circumstances so that the children and youths have better outcomes in terms of mental health, educational attainment and can engage in healthy relationships with peers.



## OUR VISION

Successful Lives,  
Stable Families,  
Strong Community

## OUR MISSION

To help children and young persons in need so that they succeed and contribute to family and society

## OUR Services

### MELROSE HOME

A residential home offering round-the-clock care and support to children and youths aged six to 21 years old who are experiencing adverse family circumstances or child protection issues

MELROSE HOME

CHILDREN'S AID SOCIETY

### MELROSE CARE

A community-based agency offering subsidised counselling and specialised therapies for children, youths and their families

MELROSE CARE

CHILDREN'S AID SOCIETY

# MESSAGE FROM OUR PATRON



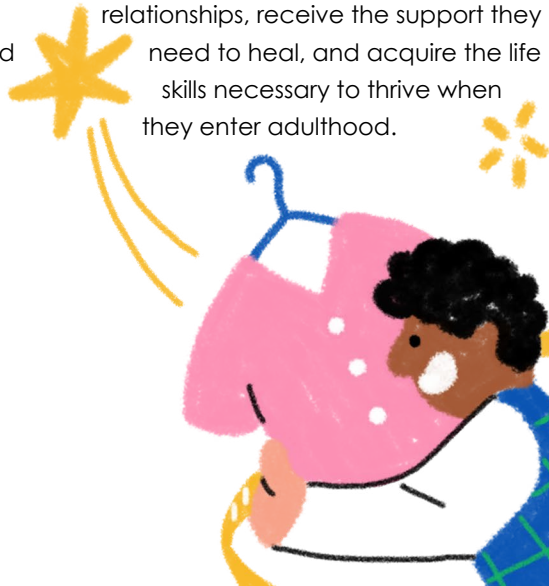
## MR DESMOND LEE

Minister for Education,  
and Minister-in-charge of  
Social Services Integration  
Patron of Children's Aid Society

The saying "It takes a village to raise a child" holds a profound truth for all of us. It speaks to our shared responsibility in nurturing and supporting the next generation. Each of us plays a part in creating a world where children can have safe, secure and nurturing relationships to thrive.

Children's Aid Society exemplifies this spirit by protecting and caring for children and young people under its charge in Melrose Home and Melrose Care.

The team ensures these young individuals experience nurturing relationships, receive the support they need to heal, and acquire the life skills necessary to thrive when they enter adulthood.



Programmes such as Melrose Home's Melrose Heroes and Thrive21+ equip residents with essential life skills, help build their ability to make informed decisions, and support their transition to independence as they navigate life beyond the Home. Melrose Care also provides accessible mental health services and works with families and foster parents to create stable, nurturing environments for our young people.

These efforts embody the heart of Children's Aid Society's mission to equip every young person with the skills, support, and opportunities to step into the future with confidence and hope.

However, no organisation can do this alone. Strong partnerships are essential to provide wraparound

support, ensuring a seamless network of care. We are deeply grateful to the many partners, donors and volunteers who stand with Children's Aid Society, working together to create lasting change. Your support not only uplifts the children and young people but also lends strength to the dedicated staff who walk alongside them every step of the way.

Together, as one village, we are creating a future where every child and family has the opportunity to thrive and reach their fullest potential.



# JOINT MESSAGE FROM OUR CHAIRMAN AND EXECUTIVE DIRECTOR

**MR JOHN LIM**  
Chairman

**MR ALVIN GOH**  
Executive Director

Every child deserves to grow up feeling safe, seen and heard. Yet, for many of the children and youths we serve, their environment and relationships with caregivers have hurt them physically, emotionally, and developmentally. This affects their ability to function well in school, build healthy relationships with peers, and navigate life with confidence. A 2024 study by the Institute of Mental Health (IMH) and KK Women's and Children's Hospital (KKH) estimates the societal cost of Adverse Childhood Experiences (ACEs) in Singapore at \$1.18 billion annually, highlighting the widespread impact of unaddressed trauma.

At CAS, our work goes beyond intervention. We shift the focus to those who have been severely impacted by trauma and what is needed to restore their sense of self and hope for a future they deserve.

Studies have shown that true healing requires a community, and this is where your support makes a difference.

This commitment to restoring lives and rebuilding hope is only possible because of our incredible community. In 2024, individuals, corporate partners and organisations rallied behind our cause, raising over \$10 million through fundraising and direct contributions. Beyond financial support, this generosity has enabled us to strengthen our services and achieve key milestones.

Melrose Care celebrated five years of delivering mental health services to the community in 2024, a testament to the dedication of our team and the strong partnerships with other

social service agencies that strengthen our ability to provide professional support. This milestone was not just an opportunity to reflect on past achievements, but also a moment to renew our commitment to expanding access to quality mental health support and refining our approaches to better serve children, youths and families in the years ahead.

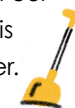


for their steadfast commitment. We also deeply appreciate the unwavering dedication of our staff, Executive Committee, and Sub-Committees, whose tireless efforts drive our mission forward.

Meanwhile, Melrose Home deepened its support for care leavers by partnering with the Ministry of Social and Family Development (MSF) to pilot the Enhanced Aftercare Support initiative. This initiative provides extended support for youths whose reunification with their family is not possible, bridging gaps in casework services and financial assistance. Complementing our Thrive21+ programme, it ensures that young people stepping into independent living have the guidance and resources they need to build a stable and fulfilling future.



Looking ahead, we are excited to see initiatives like Melrose Village becoming a reality. Our vision for a dedicated space that integrates international best practices in supporting children and youths is steadily taking shape. With continued support from our community, we will reach this significant milestone together.



But our work does not stop here. As we face rising costs and changing needs, we remain committed to enhancing the quality of our services, ensuring that we meet the evolving needs of those we serve while strengthening our internal processes and governance.

Caring for the next generation is a shared responsibility, and we can only achieve it by working together. Thank you for your support, and we look forward to continuing this journey with you.

These achievements have been driven by the dedication of our partners, volunteers and donors. We extend our gratitude to Minister Desmond Lee, as well as MSF and the National Council of Social Service (NCSS)



STABLE FAMILIES

150 FAMILIES

benefitted from our clinical services

7 CHILDREN AND YOUTHS

were successfully reunited with their families under safer and more improved conditions

# 2024 at a glance

SUCCESSFUL LIVES

161 CLIENTS

received therapeutic support at Melrose Care

62 CHILDREN AND YOUTHS

received comprehensive care at Melrose Home

STRONG COMMUNITY

Direct donations: **\$9,338,673**

Donations raised from 36 third-party fundraisers: **\$663,583**

**\$10,002,256**

of donations raised

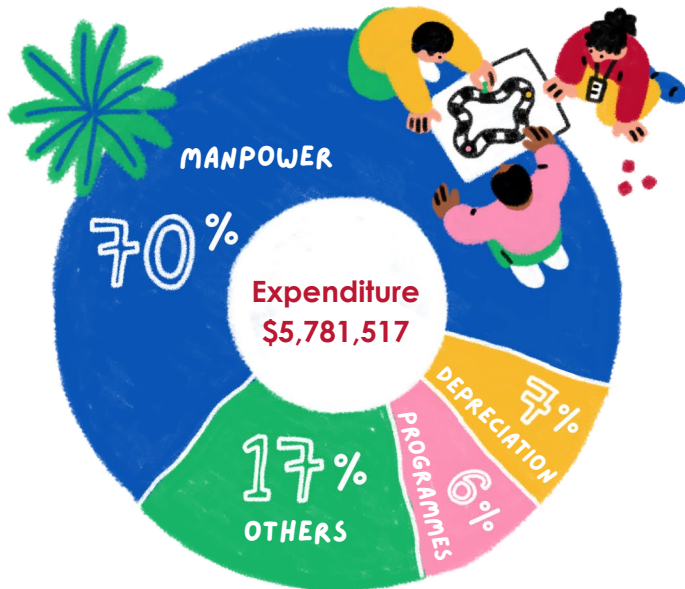
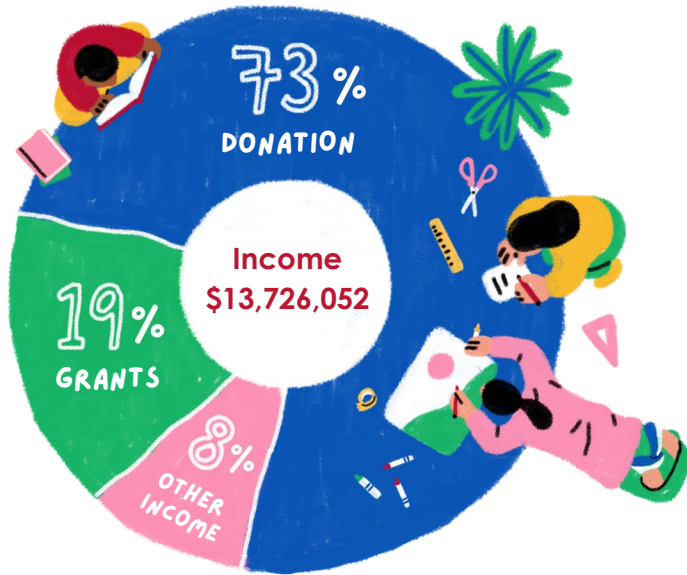
# SUMMARY OF FINANCIAL PERFORMANCE

## MAJOR FINANCIAL TRANSACTIONS

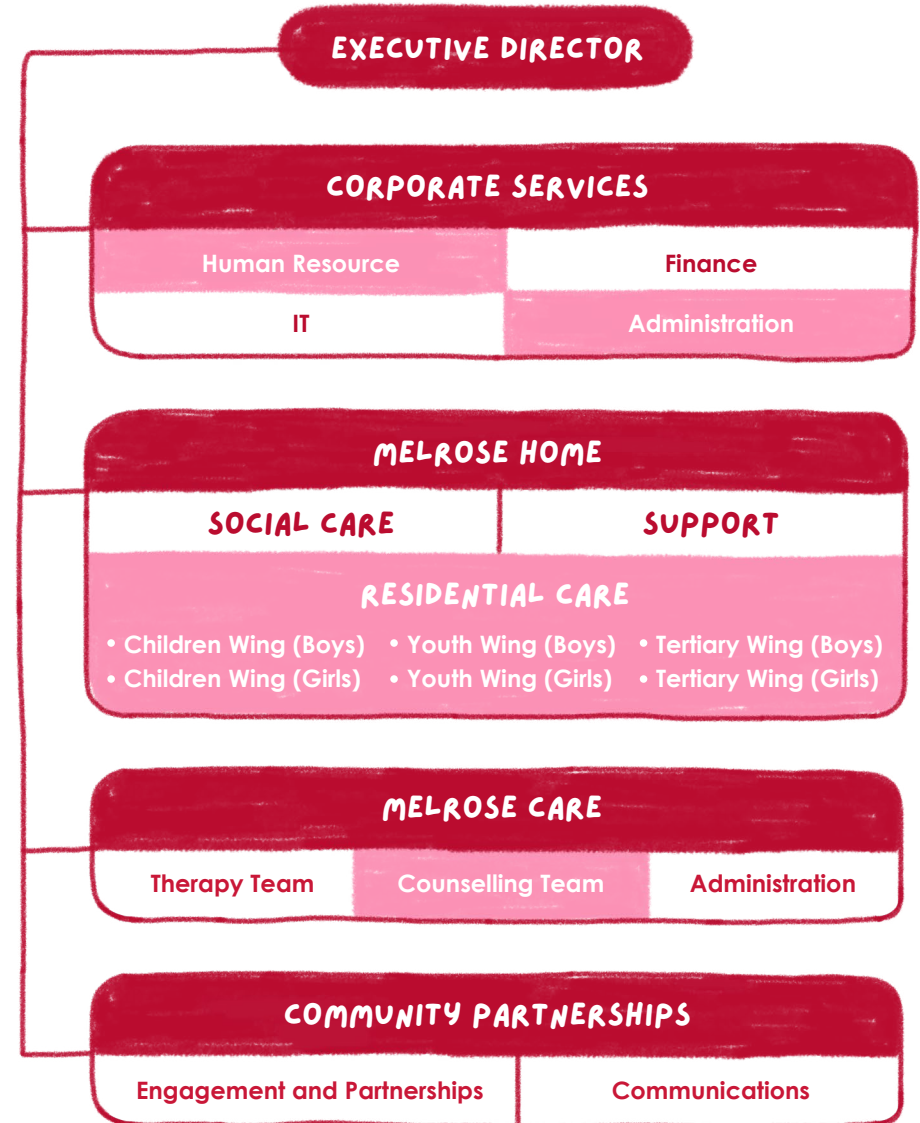
Repairs and Maintenance  
\$324,705

Melrose Home Renovation and Refurbishment  
\$162,142

Digitalisation  
\$110,827



# ORGANISATION STRUCTURE



# OUR IMPACT



# HIGHLIGHTS OF 2024



## OUR FUNDRAISERS: MOVIE FOR GOOD

On 13 July 2024, we were delighted to host over 400 of our dedicated donors and partners for a fun-filled afternoon watching Despicable Me 4. The atmosphere was filled with laughter and joy as we came together to raise funds for Melrose Care.

### PLATINUM PARTNER



### GOLD PARTNER



### SILVER PARTNER



### SUPPORTING PARTNERS



Thanks to your incredible support, we raised more than **\$70,000**. These funds will help subsidise client fees, ensuring mental health support remains accessible to all.



## OUR FUNDRAISERS: DINE FOR GOOD

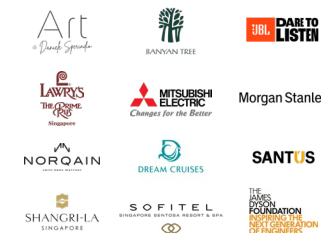
On 13 September 2024, we gathered for an unforgettable evening at Shangri-La Singapore, where over 200 attendees, including Guest-of-Honour Mr Desmond Lee, Minister for National Development and Minister-in-charge of Social Services Integration, joined us to honour the remarkable journeys of our children and youths and the community that stands behind them.

Through your generous contributions, we raised more than **\$285,000**. These funds will provide critical resources to support our young individuals as they continue their path of post-traumatic growth.

### ORION PARTNERS



### SUPPORTING PARTNERS



Check out our features in [Lianhe Zaobao](#) and [The Business Times](#)



READ MORE!



READ MORE!

## MELROSE HOME: THRIVE21

In July 2024, Melrose Home was appointed by MSF as one of three organisations to implement the Enhanced Aftercare Support. We rebranded this initiative as Thrive21 to reflect our belief that young people deserve more than just survival; they deserve the chance to thrive.

Thrive21 complements our existing Thrive21+ programme, which has been running since 2022 and has played a key role in guiding our care leavers towards independence.



'It was scary living on my own': How children's homes support youth with nowhere to turn to



Children's homes have in recent years been helping to ease the transition of youth to independent living as they grow older. PHOTO: LIM JIE ZHONG

Gabrielle Chan

UPDATED NOV 01, 2024, 11:05 AM



Check out our feature  
on [The Straits Times](#)



## MELROSE CARE:

# 5TH YEAR ANNIVERSARY

We celebrated the fifth anniversary of Melrose Care in October 2024 with a special open house event, joined by Mr Vikram Nair, MP of Admiralty (Sembawang GRC), as well as representatives from various organisations and agencies.



Check out the  
[event highlights](#)



# MELROSE HOME



Melrose Home is a residential home for children and youths aged six to 21 years old who are experiencing adverse family circumstances or child protection issues, such as abuse or neglect. Our children and youths are referred by MSF, and need intervention to be removed from their homes or families due to safety reasons.

Melrose Home forms part of Singapore's out-of-home care sector, which is usually seen as a last-resort, temporary arrangement, until it is safe for the children and youths to return home to their families.

As a result of the abuse they have experienced, our residents struggle with trauma symptoms that may not have been adequately addressed. At Melrose Home, we create a care environment that increases their sense of safety and capacity to become empowered, independent and collaborative individuals.

# OUR IMPACT

IN 2024, WE...

Engaged with

**62 FAMILIES,**

extended families and informal social support networks through the services

Admitted

**16 NEW RESIDENTS**

SUPPORTED  
**62**  
RESIDENTS



# OUR PROGRAMMES

## ACADEMIC SUPPORT PROGRAMME

CAS engages full-time adult tutors committed to providing tutoring sessions once or twice a week to the residents. These tutors possess the ability to gauge the resident's mental state, adapting the lessons and interaction thoroughly.

**1183 HOURS**

of academic support were provided

**24 RESIDENTS**

received academic support



**80%** OF THE RESIDENTS

improved or sustained grades in their year-end exams

**100% OF THE RESIDENTS**

showed improvements or attained a score of 3 or higher in proficiencies related to self-regulation, time management, self-motivation and organisation

**23 RESIDENTS** achieved 80% half-yearly attendance

**966 SESSIONS** were conducted

**12 SESSIONS** of speech and drama and presentation skills workshops were organised

## THERAPY PROGRAMME

This programme taps on trauma-informed and trauma-focused therapy services provided by Melrose Care as well as additional vendors to support the therapeutic needs of our residents. The overarching goal is to mitigate trauma symptoms, as well as behavioural and emotional issues.

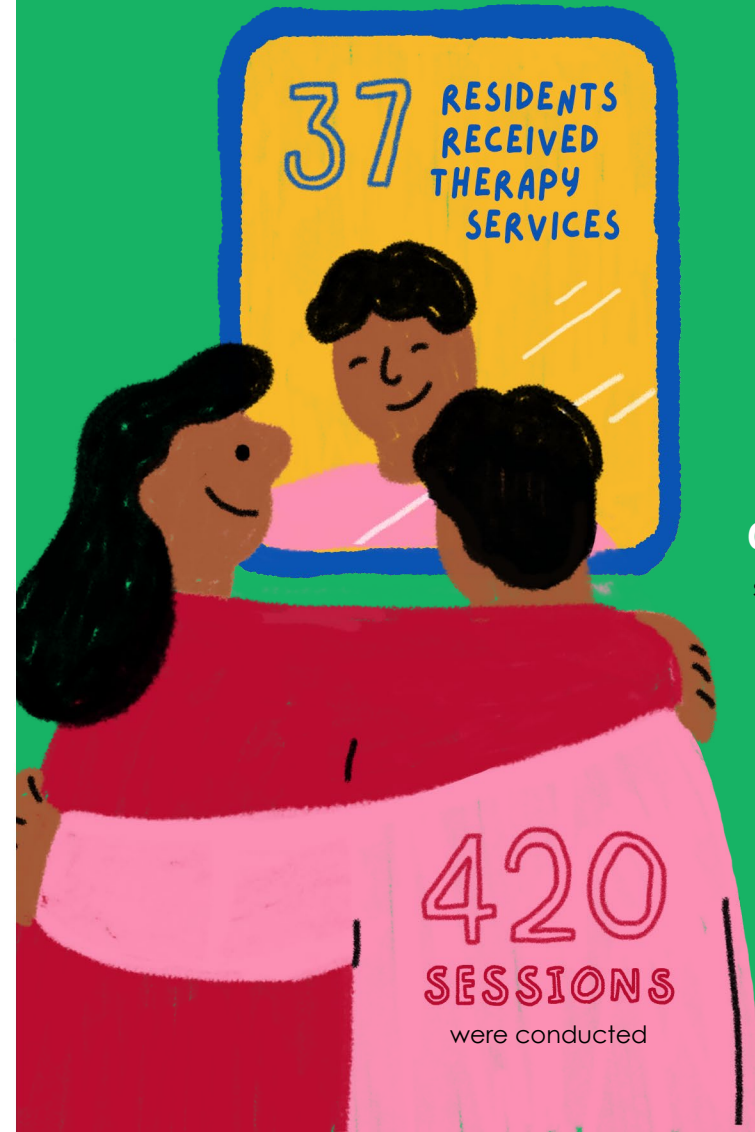


**662 HOURS**

of therapy were provided

**69% OF RESIDENTS**

showed a reduction in trauma symptoms



## THRIVE21+

A two- to three-year programme designed to support youths in their transition to adulthood, helping them become self-sufficient, responsible individuals who can make independent decisions and contribute meaningfully to their communities. The programme supports growth across key areas such as educational attainment, financial literacy, savings habits, employment readiness, and essential life skills.

While all Melrose Home youths will require these independent living skills, some will transition into adulthood with little or no family support. As such, Thrive21+ is supplemented with a housing programme for youths.

A savings programme is also integrated into Thrive21+, where CAS augments their savings by \$100 per month upon the fulfilment of key criteria such as consistent school attendance and workshop participation.

**9 RESIDENTS** participated in Thrive21+

**5 RESIDENTS** accumulated a minimum of \$1200 each in extra savings through the savings programme

**8 RESIDENTS**

were part of the housing programme



such as cooking workshops and financial literacy sessions, were conducted

## MELROSE HEROES

A one-year skills programme delivered by the residential care staff that aims to raise awareness about independent living and the issues faced during various stages of the residents' lives.

This programme is inclusive of all age groups, and the curriculum is tailored to align with the developmental stages the residents.

**95% OF RESIDENTS** established a job profile

**35 RESIDENTS** benefitted from the programme

**63 SESSIONS** were conducted

**95% OF RESIDENTS** identified their emotional triggers, explored strategies

for self-regulation and time management, set short- and long-term goals, and gained awareness of job-finding platforms or key factors in job searching

**95% OF RESIDENTS**

successfully identified their personality traits and strengths





## OTHER RESIDENT-CENTRIC PROGRAMMES & ACTIVITIES

includes leisure and physical activities e.g. movie sessions, birthday celebrations, monthly dorm cleaning



# MELROSE HOME HIGHLIGHTS

## STRENGTHENING SUPPORT FOR CARE LEAVERS

In July 2024, Melrose Home was appointed by MSF as one of three organisations to implement the Enhanced Aftercare Support initiative.

This programme helps youths transition from foster care or residential care to independent living by providing casework support and guidance on career planning, education, financial assistance, and housing options. We rebranded this initiative as Thrive21 to reflect our belief in supporting young people not just to survive but to thrive.



a savings component to help them build financial security as they navigate independence.

## A NIGHT OF TALENT AT DINE FOR GOOD

Five of our youths took the stage at Dine for Good 2024, impressing guests with their diabolo and plate-spinning performances. After more than 20 practice sessions, their dedication paid off in a dazzling showcase of skill and confidence. Sandra\*, one of the performers, shared that she loved the experience, not just for the new skills she picked up, but the confidence it gave her when she finally performed in front of an audience!

*\*not her real name*

At the same time, we continue supporting our care leavers through Thrive21+, which provides casework support, housing assistance and



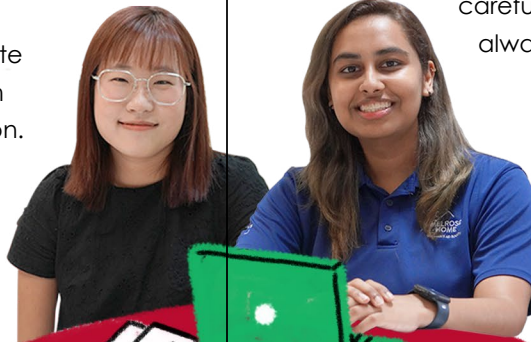
# THE HEART OF COLLABORATION

At Melrose Home, caring for each young person is a collective effort. Every day, a dedicated team of social care and residential care staff work together, adapting to challenges and ensuring that each child receives the support they need.

## CONNECTING THE DOTS: THE ROLE OF CASEWORKERS

For Yan Xiu, an Assistant Senior Case Worker, no two days are the same. Whether she is meeting with residential care staff, therapists, teachers or speaking with families, she works to create a cohesive support system around each young person.

**YAN XIU**  
Assistant Senior  
Case Worker



One case that stands out to her involved a young resident who withdrew from therapy after a change in her care plan. Recognising the importance of trust, Yan Xiu knew that simply urging the youth to return to therapy would not be effective. Instead, the team noticed that the young person had formed a strong bond with a therapist from Melrose Care. Yan Xiu facilitated a conversation between them, ensuring the young person felt heard and supported. With time, she resumed therapy on her own terms.

For Yan Xiu, this experience reinforced an important lesson: breakthroughs often require patience and a willingness to adapt. In moments like these, collaboration between caseworkers and residential care staff is crucial to finding the best path forward.

## NAVIGATING CHALLENGES TOGETHER: THE RESIDENTIAL CARE TEAM

As a Guidance Officer, Nicolette works closely with the young people at Melrose Home, providing structure and support throughout their daily routines. However, even the most carefully planned approaches do not always go as expected.

**NICOLETTE**  
Guidance  
Officer



She recalls a youth who struggled with emotional outbursts. The unpredictability of these episodes made it difficult for the team to pinpoint triggers and provide the right support. Rather than following a rigid approach, Nicolette and her team took a step back to reassess the care plan. Through collaboration with caseworkers, they began tracking patterns, identifying the timing and context of the outbursts. With these insights, they introduced personalised calming techniques and a safety plan.

The progress was gradual, but over time, the youth learnt to pause, reflect and choose healthier ways to cope. "Teamwork is really at the heart of everything we do," Nicolette explains. "Without it, it's very difficult to work in a residential care setting. Clear and consistent communication prevents small issues from growing into bigger problems."

## BEYOND THE WALLS: A COMMUNITY OF SUPPORT

The collaborative spirit of Melrose Home extends beyond its staff. Schools, therapists, volunteers and partners all play a vital role in shaping the futures of the young individuals.

Nicolette recalls a financial literacy workshop conducted by a corporate partner. One young participant was so inspired that he decided to save half of his pocket money. It was a small habit, but one that reflected the lasting impact of practical life lessons when delivered with the right support.

Yan Xiu shares another example about a resident who was struggling with school attendance. At first, it seemed like a discipline issue but upon closer assessment, the team discovered that it was stemming from anxiety.

Instead of enforcing strict rules, they worked with the school to introduce a flexible arrival period. This adjustment, combined with continued monitoring by both school staff and caseworkers, allowed the student to manage his anxiety while still meeting expectations.

## THE UNSEEN EFFORT BEHIND EVERY STORY

Behind every story at Melrose Home is a network of people working together, each playing a vital role in a child's healing and growth.

"Many assume that children in care are troublemakers, but in reality, they have gone through traumatic experiences such as neglect or abuse," says Nicolette. "With the right guidance, they can thrive and achieve great things."

**"TEAMWORK  
IS REALLY AT  
THE HEART OF  
EVERYTHING  
WE DO"**

**NICOLETTE**  
Guidance Officer



# MELROSE CARE

Melrose Care is a community-based agency that provides subsidised counselling and specialised therapies.

We support children and youths aged seven to 17 who have difficulties managing emotions or behaviours, and/or have a history with trauma.

We also support adult caregivers who have been impacted by Adverse Childhood Experiences (ACEs), and whose own trauma history affects their caregiving responsibilities.



# OUR IMPACT

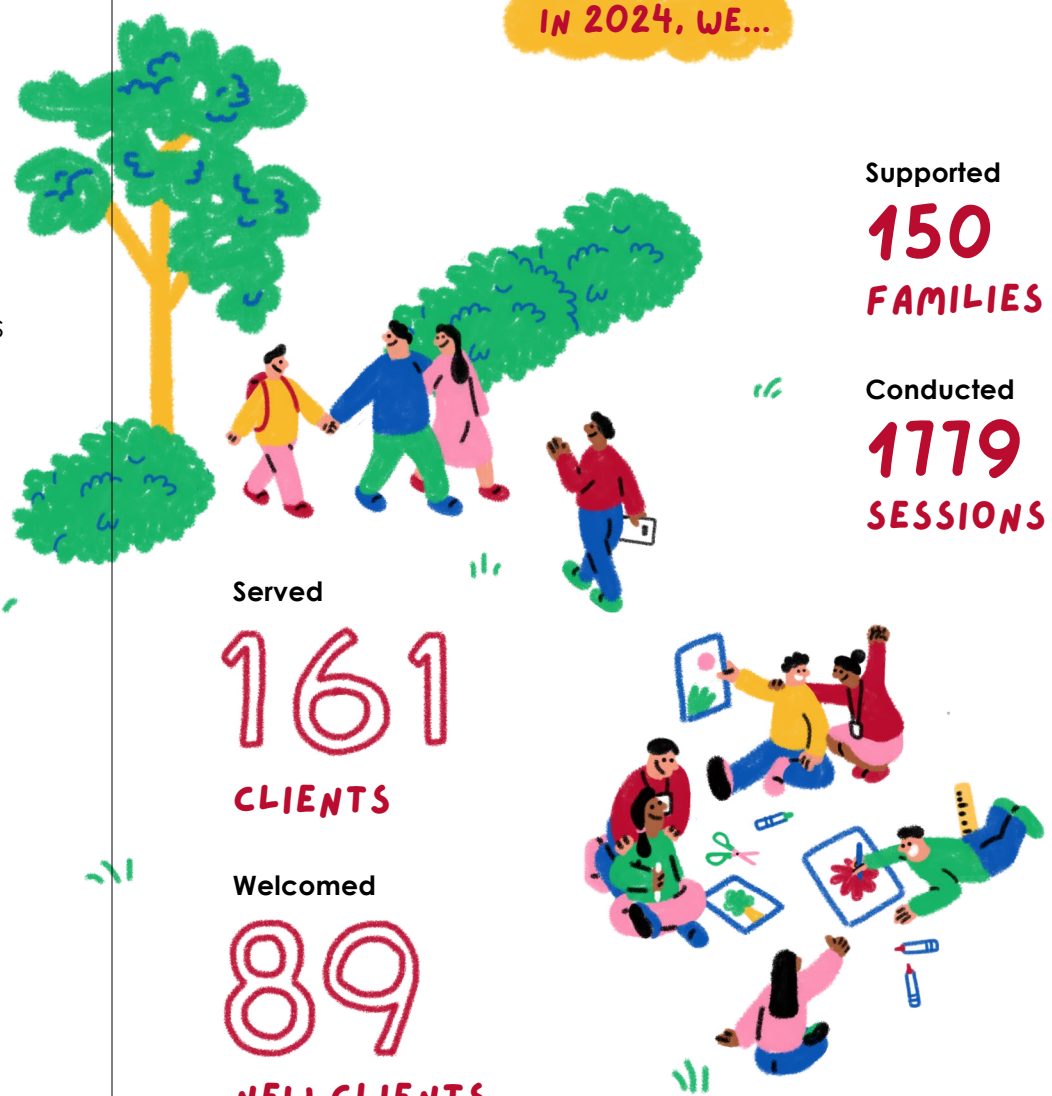
IN 2024, WE...

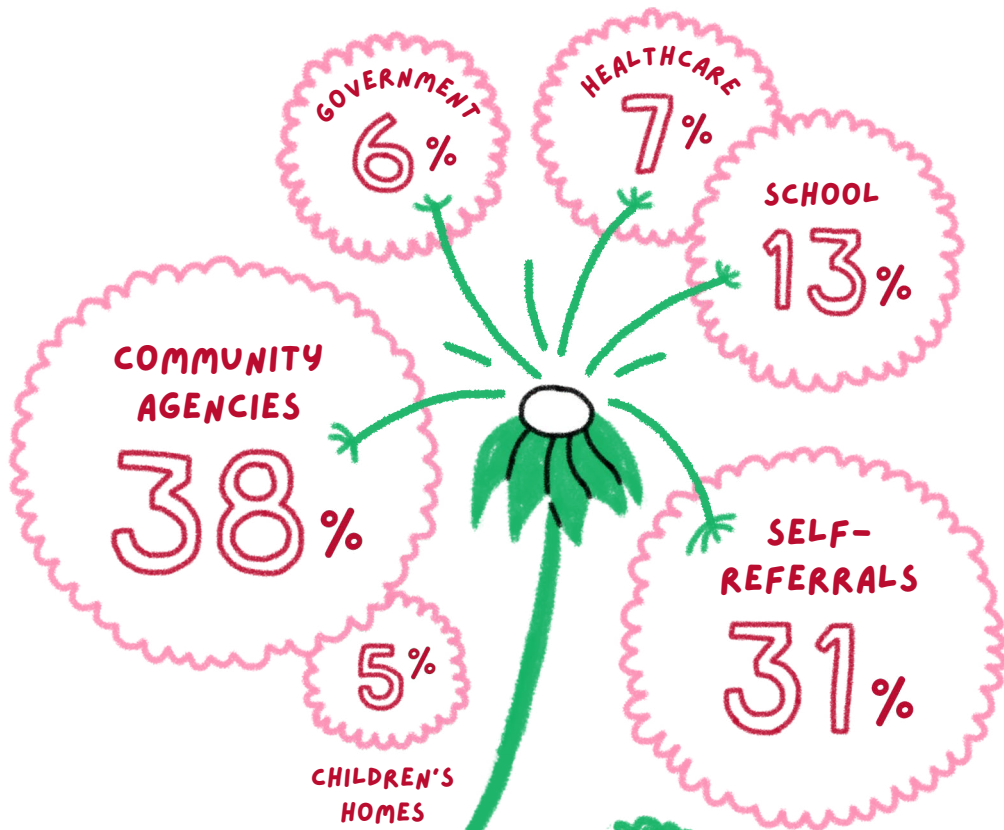
Supported  
**150**  
FAMILIES

Conducted  
**1779**  
SESSIONS

Served  
**161**  
CLIENTS

Welcomed  
**89**  
NEW CLIENTS





Total no. of referrals:

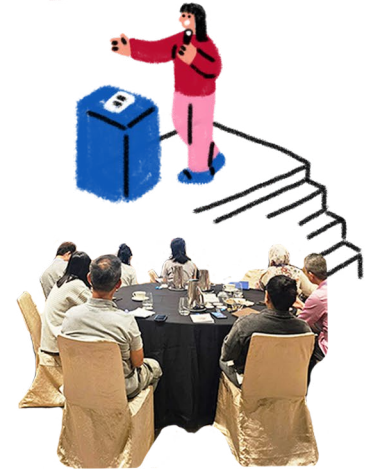
**158**

## REFERRAL BREAKDOWN

# MELROSE CARE Highlights

## PPIS SOCIAL SERVICE FORUM 2024

At the PPIS Social Service Forum 2024, Melrose Care led a breakout workshop on trauma-informed casework and group work practices. Addressing an audience of about 100 practitioners, we explored how integrating multi-modality approaches can strengthen engagement with children who have experienced trauma.



By tailoring interventions to each child's preferred ways of interacting, practitioners can foster trust and improve therapeutic outcomes.

The session also underscored the importance of embedding trauma-informed principles into group work, equipping facilitators to deliver key messages effectively while enhancing psychological safety.



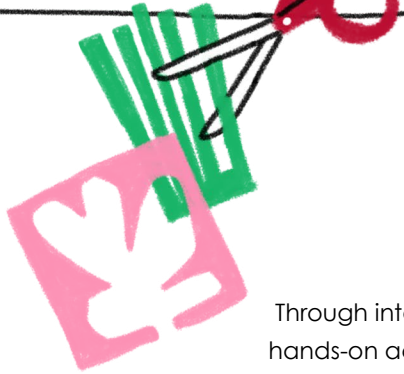


5TH ANNIVERSARY

MELROSE CARE OPEN HOUSE

Melrose Care Open House marked a special milestone — our fifth anniversary. To celebrate, we welcomed 59 guests from 27 different organisations including fellow practitioners in the social service sector and educators from neighbouring schools.

The event focused on showcasing our multi-modality approaches for counselling and therapy, which are integral to our therapeutic work with children and youth.



Through interactive, hands-on activities, attendees explored the various techniques we use to engage individuals and their families in their healing journeys. The response was overwhelmingly positive, with many guests sharing that they found the experience both insightful and enjoyable.

59 GUESTS

SHARING SESSION WITH PERTAPIS CHILDREN'S HOME

Melrose Care conducted a trauma-informed sharing session with the team at PERTAPIS Children's Home, providing insight into supporting children who have experienced trauma. The session focused on recognising trauma responses, fostering trust-based relationships, and creating a safe, supportive environment for residents.

This collaboration was an important step in strengthening PERTAPIS staff's caregiving approach, ensuring they are equipped with the knowledge and tools to respond sensitively and effectively to children's emotional and behavioural needs.



# HEALING AS ONE: A FAMILY'S PATH TO RECONNECTION



Parenthood is a journey filled with ups and downs. For Laura\*, a mother of two, it was a path fraught with emotional strain and frequent conflicts at home. Overwhelmed and uncertain where to turn, she made the courageous decision to seek support at Melrose Care – not just for her children, but for herself and her family.

At Melrose Care, Laura's sons participated in art therapy, a creative outlet that helped them express their emotions in a safe and constructive manner. Over time, they learnt to set boundaries and communicate more openly, helping to rebuild the relationships that had once felt so strained.

For Laura, she found out that healing needed to happen



at a deeper level – within herself. Through individual counselling, she explored how her own childhood experiences had shaped her responses as a parent. She learnt to recognise her emotional triggers, manage her nervous system's reactions, and engage with her children in a calmer, more connected way.

Beyond her own healing, Laura and her husband also took part in couple counselling. Although her husband was initially hesitant, the supportive environment at Melrose Care helped him feel at ease. The sessions helped them strengthen their relationship and work as a team to navigate family challenges.

"When we first came, our situation was very intense," Laura shares.

*\* Name has been changed to protect the identity of the client.*

"Melrose Care's flexibility was a game-changer for us. They scheduled intensive sessions two to three times per week, which was crucial. I was also working part-time, and the subsidies provided made therapy more accessible."

Today, Laura's family is in a much better place. Conflicts have decreased, communication has improved, and their bond is stronger than ever. Her message to other parents facing similar struggles is simple:

**"DON'T LET FEAR  
OR INSECURITY  
STOP YOU FROM  
SEEKING HELP."**

The sessions are confidential and judgment-free. You may feel like things won't change, but there is light at the end of the tunnel."

**GUIDING FAMILIES TO HEALING:  
A COUNSELLOR'S PERSPECTIVE**

Many parents arrive at Melrose Care feeling frustrated by their children's behaviours, unaware of how their own past experiences shape their

**HOW DO  
I ATTEND TO  
MYSELF?**

**HOW DO I REGULATE BEFORE  
RESPONDING TO MY CHILD?**



parenting responses.

Senior Counsellor Meizi, who worked closely with Laura's family, explains how therapy helps parents shift their approach.

"In Laura and her husband's case, both parents struggled to support their children's emotions because they themselves felt triggered," Meizi shares. "I help parents recognise their own triggers, notice how stress manifests in their bodies, and learn to regulate themselves before they can co-regulate with their children."

Beyond parenting, Meizi also helped Laura and her husband examine their marital dynamic.

"We looked at how their interactions triggered each other and worked on managing those reactions differently. As their relationship improved, so did their ability to support their children."

Meanwhile, while Laura and her husband worked on strengthening their emotional awareness, their children found a space for healing through art therapy, guided by the dedicated art therapists at Melrose Care.

Many parents, like Laura, initially believe that if children rationalise their behaviours, they will change. "However, it doesn't work that way," Meizi explains. "We guide parents to ask themselves: How do I attend to myself? How do I regulate before responding to my child? This shift in thinking is crucial."

For parents who may be hesitant about seeking therapy, Meizi hopes to normalise the experience. "For first-time clients, it can be quite scary because they are not really sure what's going to happen," she acknowledges.

"There is this stereotype that therapy is only for serious mental health issues, but in reality, many clients come to better understand themselves. We all face struggles in life – it's more about how we can be equipped to manage these challenges better."



# OUR COMMUNITY



# YOUR FUNDRAISERS



From corporates and clubs to schools and passionate individuals, our supporters continuously find creative and meaningful ways to rally behind CAS. We are also deeply grateful to our in-kind sponsors, whose contributions provided daily essentials and warm, nourishing meals for the children and youths at Melrose Home.

Here's a look at some of the incredible fundraising efforts for 2024!

**RAISED OVER  
\$200,000**



## MORGAN STANLEY SINGAPORE

Morgan Stanley Singapore took their support for CAS to new heights with their 14th Annual Charity Walkathon at Bedok Reservoir. Employees laced up for a 4.3km walk, with some taking the plunge into the ice bucket challenge for added fun and fundraising flair! Thanks to their collective efforts, they raised over \$200,000 to support CAS.



**Raised over  
\$100,000**

## EXXONMOBIL ASIA PACIFIC PTE LTD AND FAIRPRICE GROUP

For the third year running, ExxonMobil Asia Pacific and FairPrice Group's Charity Car Wash revved up community spirit at Esso Toa Payoh Lorong 2. More than 50 volunteers rolled up their sleeves to wipe down cars, while generous drivers chipped in with donations of at least \$20 each. Thanks to the support from the community and sponsors, the event raised close to \$75,000 for CAS.

**Raised close to  
\$75,000**



## UOB SECURED LOANS

UOB Secured Loans ushered in the Lunar New Year with a spectacular gala dinner. The evening's highlight was a generous \$78,000 contribution from PropNex CEO Ismail Gafoor for an auctioned artwork by 2022 UOB Painting of the Year Award winner, Lester Lee.

On top of that, the UOB Secured Loans team contributed \$10,000, while their internal donation drive brought in over \$13,000. Altogether, the event raised over \$100,000 – a true testament to the spirit of giving during the festive season!



## IRON MOUNTAIN DATA CENTERS

Neither rain nor shine could dampen the enthusiasm at Iron Mountain Data Centers' annual charity run at Pasir Ris Park! After a drizzly start, the skies cleared just in time for participants to hit the 5km course. With funds raised through registration fees and donations, the event crossed the finish line with an impressive \$35,000 in support of CAS.



## SKINLAB THE MEDICAL SPA AND SL AESTHETIC GROUP

In a meaningful collaboration with SkinLab The Medical Spa and SL Aesthetic Group, customers were given the opportunity to support a cause close to their hearts - with a portion of each package sold going towards one of three chosen charities. Thanks to their generosity, CAS received over \$18,000 in donations.

Raised over  
**\$18,000**



Raised over  
**\$1,300**

## ACADEMIES AUSTRALASIA COLLEGE

Academies Australasia College brought their community together for a lively Canteen Day, filled with delicious food, exciting games, and the sale of pre-loved items. The vibrant atmosphere drew students, staff and the public alike, raising over \$1,300 in support of CAS.



# BIG HEARTS, BIGGER IMPACT:



Since 2019, Pontiac Land Group has been a dedicated partner of CAS, consistently finding meaningful ways to give back. In 2024, they further strengthened this commitment through a series of initiatives that brought joy and vital support to the children and youths we serve.

In July, Pontiac Land Group participated as a Gold Partner in Movie for Good 2024, where they invited employees and their families to enjoy a day of fun and bonding while watching "Despicable Me 4". The event raised funds to support Melrose Care in subsidising fees and ensuring mental health remains accessible to all.

Pontiac Land Group continued their support by organising the Project Legacy



Fundraiser in October, which raised close to \$13,000 for Melrose Home's Academic Support Programme. The event featured booths at the lobbies of Millenia Tower and Centennial Tower, where Pontiac Land employees and office tenants came together to raise vital funds through the sale of enamel pins and delicious baked goods from Conrad Singapore Marina Bay (formerly Conrad Centennial Singapore). The event created an opportunity to engage the community, with tenants learning about the direct impact of their contributions.

The holiday season saw Pontiac Land Group continue their support with another successful fundraiser in December, raising over \$10,000. These funds helped provide



study awards and further supported the Academic Support Programme.

The festivities also included a special learning journey and Christmas party at Conrad Singapore Marina Bay, where the children and youths were given an exclusive behind-the-scenes tour of the hotel to learn more about the world of hospitality. In addition, the children and youths received gifts from their wish lists and were presented with study awards to encourage them in their academic journeys.



"We are proud to partner with Children's Aid Society and support the children and youths under their care. Through collaborative community efforts, we believe we can make a significant and positive impact, as well as create opportunities for these children and youths to flourish.

Our continued partnership and various initiatives reflect Pontiac Land Group's commitment to building a brighter future for generations to come. We look forward to nurturing this partnership and hope to make a lasting difference," said Annie Ong, Chief Human Resources Officer.

At CAS, we are deeply grateful for partners like Pontiac Land Group whose ongoing support helps ensure that the children and youths we serve have the tools and opportunities they need to build brighter futures.

To learn more about how you can partner with CAS through fundraising, volunteering or advocacy, reach out to us at

**PARTNERSHIPS@**  
**CHILDRENSAIDSOCIETY.**  
**ORG.SG.**

# OUR TEAM

Our heartfelt thanks go to everyone who was part of our team and contributed to shaping our work throughout the year — including those who have since moved on. Your dedication and efforts have left a lasting impact, and we are truly grateful to all that you have done.

\*Photos feature only staff employed as of December 2024, when work on this report commenced.



## MANAGEMENT TEAM

From left: Farid, Kevin, Alvin, Serlina, Cindy, Maggie, Ying Si

## CORPORATE SERVICES

Front row: Keith  
 Second row (from left): Emily, Wan Ting, Maggie  
 Last row: Kevin

## COMMUNITY PARTNERSHIPS

Front row (from left): Shi Yu, Celine, May  
 Second row (from left): Joice, Serlina

## MELROSE CARE

Front row (from left): Farid, Charlene, Gee, Karen  
 Second row (from left): Meizi, Bee Leng, Madeline, Cherie, Carmmen, Jeanette

“ Witnessing the transformation of an 11-year-old struggling with anger and a father who relied on caning for discipline was one of my highlights this year.

During a session, the father asked, “If caning isn’t recommended for children, why is it used in prisons?” His question opened the door to a deeper conversation about discipline, trauma, and self-protection.

As he reflected on his own experiences, he gradually embraced a more compassionate approach. With his child learning to express needs and emotions, their relationship transformed — where frustration once stood, connection took its place. Seeing that shift was incredibly powerful. ”

**Madeline, Counsellor**



## MELROSE HOME: SOCIAL CARE TEAM

From left: Marianne, Musaib, Yun Rui, Ying Si, Yan Xiu, Sonali



“ The most rewarding part of my work this year has been witnessing the residents' joy when they achieved great improvements in their end-of-year examinations. I felt so proud, knowing how hard they had worked in the weeks leading up to it. I hope their success motivates them to continue striving for their best.



What inspires me most about the children and youths we serve is their strength in the face of adversity and their gratitude for things I often take for granted. They've taught me to appreciate the little joys in life. ”

**Yun Rui, Case Worker**



## MELROSE HOME: RESIDENTIAL CARE TEAM (CHILDREN BOYS)

From left: Ella, Jan, Ain, Wilfred



## MELROSE HOME: RESIDENTIAL CARE TEAM (CHILDREN GIRLS)

Front row (from left): Vas, Jennilyn  
Second row (from left): Yee Peng, Tanya  
Last row (from left): Sanly, Janet, Marlini



## MELROSE HOME: RESIDENTIAL CARE TEAM (YOUTH BOYS)

Front row (from left): Alida, Hamizah, Kamariah  
Second row (from left): Charity, Wai Kuen  
Last row: Vicknaesh



Seeing the growth and positive changes in the children and youths I support was incredibly fulfilling. Watching them overcome their challenges each day fills me with hope and pride.

I'm incredibly proud of the progress they've made in taking confident steps toward their goals, demonstrating resilience throughout 2024. I feel privileged to be not only a worker but also a mother figure to them.

This progress wouldn't have been possible without the dedication of the Youth Guidance Officer team and the recognition from management.

The children and youths we serve have incredible resilience and courage. Despite facing adversity, such as high flight risk and past trauma, they exhibit remarkable strength and determination to rebuild their lives. Their hopes and dreams for a better future drive them to keep pushing forward. I'm committed to supporting them in making those dreams a reality. ”

**Hamizah,**  
Senior Guidance Officer

## MELROSE HOME: RESIDENTIAL CARE TEAM (YOUTH GIRLS)

Left row (from front):  
Nicolette, Frezia, Michelle  
Middle row: Via  
Right row (from front):  
Nurin, Joan, Shaheeda, Cris May



## MELROSE HOME: RESIDENTIAL CARE TEAM (TERTIARY BOYS AND GIRLS)

Timothy

## MELROSE HOME: RESIDENTIAL CARE TEAM (SUPPORT TEAM)

From left: Timothy, Farhan, Shah, Jie Yan, Jalani, Brian, Winnie



# CORPORATE GOVERNANCE



## CORPORATE INFORMATION

Children's Aid Society was registered as a Society on 19 December 1962 and has been registered as a charity under the Charities Act (Chapter 37) since 14 February 1984. The organisation is also governed by its Constitution. Children's Aid Society is a member of NCSS and has been accorded the Institution of a Public Character (IPC) status from 1 April 2025 to 31 March 2027.



<b>Unique Registration Number (UEN)</b>	S62SS0031K
<b>Registered Address</b>	35 Boon Lay Avenue, Singapore 649962
<b>Charity Trustees Bankers</b>	HSBC Trustees (S) Ltd
<b>Bankers</b>	<ul style="list-style-type: none"> <li>The Hongkong and Shanghai Banking Corporation Ltd</li> <li>United Overseas Bank Ltd</li> </ul>
<b>Investment Bankers</b>	Maybank Asset Management Singapore Pte Ltd
<b>Auditors</b>	RSM SG Assurance LLP
<b>Honorary Legal Advisors</b>	Allen & Gledhill LLP
<b>Honorary Doctors</b>	Drs Bain & Partners, Chang Clinic
<b>Honorary Advisors</b>	Dr Chang Tou Liang, Medical Practitioner

## EXECUTIVE COMMITTEE

The Executive Committee (EXCO) is responsible for setting policies and overseeing key operational and financial aspects of Children's Aid Society. All EXCO members are volunteers and receive no remuneration for their contribution. There are also no paid staff who are close members of the family belonging to the Executive Director or the EXCO members, who each receives total remuneration of more than \$50,000 during the year. No staff of the organisation sits on the EXCO and there are no related entities of the organisation.

### The main responsibilities of the EXCO are to:

- Develop and approve a strategic plan to ensure that the services' operations and programmes are directed towards achieving its goals.
- Maintain a sound financial structure to ensure effective management of resources and maintain fiscal responsibility.
- Oversee processes for evaluating the adequacy of internal controls, and financial reporting and compliance.

### • TERM LIMIT •

All EXCO members are members of a Sub-Committee. There is a maximum term limit of four consecutive years for the Treasurer position.

The following members, Mr Stephen Yeap and Ms Dawn Ng, have served on the EXCO for over 10 consecutive years.

The EXCO recognises the importance of stability and continuity, particularly during this pivotal stage of the organisation's growth. Key initiatives, such as the transition to a Company Limited by Guarantee and the Melrose Village Building Project, require a deep understanding of the EXCO's strategic vision. The success of these efforts depends on leadership that is not only committed and accountable but also familiar with the historical context and rationale behind these strategic decisions. As such, continuity within the EXCO remains essential to ensuring these initiatives are carried out effectively.

At the same time, the EXCO remains committed to attracting individuals with diverse backgrounds and expertise. A structured induction process has been established to equip new members to contribute meaningfully, supporting CAS's continued development and future leadership pipeline.

Name	Current EXCO Appointment	Past EXCO Appointment	Attendance of EXCO Meeting	Occupation
<b>John Lim</b>	Chairman 25 Aug 2021	Honorary Treasurer 30 Jun 2017	6/6	Director, Zico Asset Management Pte Ltd
<b>Stephen Yeap</b>	Vice Chairman 18 July 2019	Member 22 Jun 2011	6/6	Director, Orion Consulting Pte Ltd
<b>Bernard Yu</b>	Honorary Treasurer 28 Jun 2023		6/6	Retiree
<b>Josephine Koh</b>	Honorary Secretary 31 Aug 2018		6/6	Lawyer, Dentons Rodyk & Davidson LLP
<b>Christine Tan</b>	Member 9 Feb 2022		5/6	Doctor, Hallmark Health
<b>Dawn Ng</b>	Member 26 Jun 2013		4/6	Director, NCS Pte Ltd
<b>Genevieve McCully-Tan</b>	Member 19 Jun 2015		5/6	Lawyer, I.N.C Law LLC
<b>Johnny Quah</b>	Member 19 Jun 2015		6/6	Deputy Group Chief Financial Officer, Singapore Health Services Pte Ltd
<b>Lai Su Yim</b>	Member 1 Jan 2017		6/6	Retiree
<b>Mardiana Bte Abu Bakar</b>	Member 28 Jun 2023		6/6	Lecturer, Nanyang Technological University Singapore



## EXECUTIVE MANAGEMENT

**Alvin Goh**  
Executive Director

Appointed to position since 22 Feb 2021

## SUB-COMMITTEES

All the Sub-Committee members are volunteers from different professions and backgrounds and provide their services pro bono.

### AUDIT

**Chairperson: Johnny Quah**

Chun Kwong Chee  
Lim Koon Chai  
Stephen Yeap

- | Susanna Cher (19 Mar 2024 onwards)
- | Yarman J. Vachha

### CHILDREN AND PROGRAMMES

**Chairperson: Mardiana Bte Abu Bakar**

Candice Chia  
Dawn Ng  
Fajariah Binte Saban  
Nelly Kwa  
Ng Su Fen  
Peggy Desker

### FINANCE

**Chairperson: Bernard Yu**

Chew Chiu Shan (30 Jul 2024 onwards)  
Gurbinder Singh Mohan Singh  
Nick Lai

### FUNDRAISING

**Chairperson: Josephine Koh**

Catherine Ho  
Crystal Seah  
Faye Ong  
Genevieve McCully-Tan  
Kelvin Wang  
Lynette Ang

### MELROSE CARE

**Chairperson: Christine Tan**

Fajariah Binte Saban  
Haridas Devi  
Mardiana Bte Abu Bakar  
Ng Siau Hwei  
Nicholas Gabriel Lim  
(3 Apr 2024 onwards)

### NOMINATIONS

**Chairperson: Stephen Yeap**

John Lim  
Josephine Koh

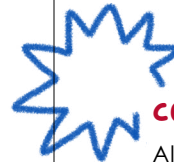
### STAFF AND ADMINISTRATION

**Chairperson: Lai Su Yim**

Candice Chia  
Low Sha-Ron  
Low Siew Beng  
Mohd Norhelmy Bin Ja'afar  
Stephen Yeap

## POLICIES

Children's Aid Society is committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and any legislation relating thereto. In line with this commitment, the following policies are in place:



### CONFLICT OF INTEREST POLICY

All members of the EXCO, Sub-Committees and CAS staff are required to read and understand the Conflict of Interest Policy in place and provide full disclosure annually of interests, relationships and holdings that could potentially result in a conflict of interest. The members and staff have fully complied with the Conflict of Interest Policy.



### WHISTLE-BLOWING POLICY

Our Whistle-blowing Policy is intended to provide an avenue for employees and other stakeholders to raise serious concerns and offer reassurance that they will be protected from reprisals or victimisation for whistle blowing in good faith. It also serves to deter malpractice and promote the best practice of corporate governance at the workplace. The Audit Sub-Committee is responsible for the maintenance and operation of this policy.



### SUCCESSION PLANNING POLICY

Succession planning is an ongoing consideration of the EXCO. When an existing EXCO member chooses to retire or the need for a new EXCO member arises, the EXCO reviews the range of expertise, skills and attributes of the EXCO and the composition of the EXCO. Once a suitable candidate has been identified, he/she will be co-opted as a Sub-Committee member for exposure to the work of CAS. After a period of observation of at least six months, the Sub-Committee member who demonstrates core competencies, skills, experience and commitment may be appointed as an EXCO member.

# THE YEAR AHEAD



# FUTURE PLANS

## TRANSITION TO CLG

We will be transitioning to a company limited by guarantee (CLG), a step that reflects our commitment to evolving with the times and planning for the future. Becoming a CLG offers greater legal recognition and credibility, while also strengthening our governance by attracting board members with professional expertise. This transition will place us under the oversight of both the Accounting and Corporate Regulatory Authority (ACRA) and the Charities Act, ensuring dual accountability.

While this change formalises certain aspects of our structure, our charitable objectives, vision and mission remain unchanged. We will continue to stand alongside vulnerable and at-risk children, youths and families with the same dedication and care.



## OUR COMMITMENT

Amid rising costs, we remain focused on ensuring the sustainability of our services. By integrating international best practices and continuously building our capabilities, we are better equipped to meet evolving needs and serve children and youths more effectively.

# STRATEGIC PLANS

## FUNDRAISING PLAN

We will focus on strengthening our engagement with individuals and organisations who share our commitment to supporting children and youths, particularly those navigating challenging or uncertain times.

Through a combination of online fundraising campaigns and in-person events, we aim to build a more connected and engaged community. Our efforts will centre on deepening relationships, expanding outreach, and working closely with our partners to explore meaningful ways they can get involved, whether through donations, fundraising, collaboration, or helping to share our work.

## EXPENDITURE PLAN

Our financial strategy balances sustainability with client-centred service delivery. Key areas of expenditure include:

- Melrose Village Building Project
- Fundraising activities
- Governance costs
- Charitable activities
- Administrative and operational costs



# DONOR ACKNOWLEDGEMENT



## ≥ \$1,000,000

Low Tuck Kwong Foundation

## ≥ \$100,000 - \$999,999

CapitaLand Hope Foundation

Jesus The Light – A Gifting  
Ministry of Far East Organization

Singapore Totalisator Board

## \$50,000 - \$99,999

Positive Design Pte Ltd

PropNex Realty Pte Ltd

## \$20,000 - \$49,999

Iron Mountain Data Centre  
Pte. Limited

Jane, Tien-Fu (aka Thomas  
T.F.Jane)

Josephine Koh Li Hia

Laser Printing Industries Pte Ltd

Matte Black Pte Ltd

Morgan Stanley

Singapore Telecommunications  
Limited

ST Telemedia

Yan San Metals Pte Ltd

## \$10,000 - \$19,999

Anil Agarwal

Apex Pharma Marketing Pte Ltd

Association of Consulting Engineers  
Singapore

Australian & New Zealand  
Association

Dawn Ng Mei Ping

Elaine Low

Huang Diwei

In memory of the late Tan Kok Hwa

Jasmine Wong

John Lim Yew Kong

Kwan Im Thong Hood Cho Temple

Lim Yen Mie Betty

Ng Bee San Margaret

Nishant Singh

NSL Ltd & NSL Sports &  
Recreation Club

Ong Sio Hong

Peggy & Barry Desker

Quah Poh Keng Don

Ronald Ong

Singapore Pools (Private) Limited

SL Aesthetic Clinic Pte Ltd

Tan Chin Tuan Foundation

Tay Hui Mei Cindy

Tseng Seng Kwong Patrick

Vanguard Software Pte Ltd

Walta Technologies (S) Pte Ltd

Woh Hup (Private) Limited

World Gold Council

## \$5,000 - \$9,999

Addlife Enterprises Pte Ltd

Afshan Patel

Australian International School  
Parents Association

Bernard Yu

Delifrance Singapore Pte Ltd

Euro Performance Asia Pte Ltd

Flux General Contractors  
Pte Ltd

Flux Solutions Pte Ltd

Goh Hood Keng Christopher

Haigang Asia Pte Ltd

Hong Leong Foundation

Hugh Lane Spollen

Joseph Oetomo

KG Food Pte Ltd

Kuang Yong Auto

Loo Leong Peow

Maxime Chigot

Mondelez Singapore Sale Pte Ltd  
Ng Hui Ling (Huang Huiling)  
OATSIDE Private Limited  
Pontiac Land Group  
Quek Ling Yi  
Rahul Gautam  
RSM SG Assurance LLP  
Sing Holdings Limited  
Singapore Polo Club  
Skinlab The Medical Spa Pte Ltd  
Sonangol Asia Limited  
Stella Jaegar  
Tan E-Fang  
The Coffee Collection Pte Ltd  
Tong Seng Produce Pte Ltd  
Topseller Pte Ltd  
UOB Reward Points Redemption  
Velox Digital Singapore Pte Ltd  
Wang Peng  
Wee Feng Yi  
Winnie Tan Bee Hoon  
Yahya Abdulhussain Lukmanji Saif Charity Trust  
Yee Cheok Hong  
Yew Kee Group  
Zu-Lin Temple Association

**\$2,000 - \$4,999**

Adi Kanthan  
Alice Tan Chai Luan  
Alvin Goh Chew Meng  
Alvin Tan Tze Kiat  
Ang Ai Ling, Irene  
Ang Nam Choon  
Chua Wee Koon  
Chung Sui Foh  
Coca-Cola Singapore Beverages Pte Ltd  
CornerStone Warehousing and Logistics Pte Ltd  
David Aronovitch  
Eddie Lim Siong Sing  
F & N Foods Pte Ltd  
Gaurav Jain  
Goh Shaowei, Timothy  
Gregory Thiery  
Ho Pheng  
Jaberson Technology Pte Ltd  
Kuek Yu Chuang  
Kum Lian See Sharon  
Lee Poh Choo  
Liao Qi  
Lim Chong Hwee

Lim Joo Boon  
Lim Teck Chai Danny  
Lim Weng Kin Anthony  
Lin Huisheng Jaeson  
LTM International Management  
Luxasia Foundation  
Malaysia Dairy Industries Pte Ltd  
Matthew Adetula  
Michael Baruffi  
Michael Goh  
Ng Keng Hooi  
Pac-West Travel (S) Pte Ltd  
PT-G Builders Pte Ltd  
SAK FC  
Scott Thomas Alexander  
Seah Zi Ping Matthew  
Senbagavalli Kamalarajan  
Seow Shu Hsien Katherine  
Seow Shu Lin Caroline  
Shubham Jain  
Tan Boon Guan Augustine  
Tan Geok Cheng  
Tan Li Yue  
Tan Sok Lin Celine  
Tan Yuan Rong  
Tanglin Trust School  
The Shaw Foundation Pte

Tokumori Sasada  
Tseng Wei Chiang, Kevin  
Vijay Vaidyanathan  
Williamson Adrian  
Yangzheng Foundation  
Zuellig Pharma Pte Ltd

**\$1,000 - \$1,999**

Academies Australasia College Pte Ltd  
Adrian Mak  
Ain Jereme Bin Aziz  
Allen Geoffrey Raj Xavier Dhana Raj  
Aloysius Tan Wei Jian  
Amandeep Parmar  
Ang Chia Hwee  
Ang Hiang Ru Dawn  
Aziz Lakhani  
Baranidharan Sivapatham  
Boey Peng Fei Eugene  
Brendan Ross  
Catherine Glot  
Chang Ling Lin  
Chen Dongying  
Cher Mui Sim Susanna

Chia Wei Ji Candice

Chiew Sing Ye

Chii Kee

Chow Wei Ling

Darren Trevor Stetzel

David Padgett

Divamartham Pillay s/o  
Annamalai

Dominic Tiah Zi Hen  
(Cheng ZiHeng)

Edward Wirawan

GenRiver Financial Pte Ltd

Geraldine Er Dai Rong

Glover Daisy Suan Eleanor

Goh Zhixiang

Guan Min Liew

Ho Jun Hui

Huang Jia

Inga Aleksandra Polec

Jacquelyn Tan

Jayanthi Gopal

Joanna Yuan

Joanne C

Joel Goh Kwang Soon

Jonty Richardson

Joy Kwek

Justin Koh Kok Ong

Kanlian Ferry Pte Ltd

Kapil Trikha

Kay Kong Beng

Kevin Lew Siew Mun

Khoo Teng Wee

Koh Teow Huat

Kwee Tsui-Lin

L'Occitane Singapore Pte Ltd

Lai Manting, Precilla

Lakshman Misra

Lee Liu Yi

Lee Sixian

Lian Hin Pte Ltd

Loke Jia Rong Dennis

Low Jeng-Tek

Lydia Myers

Malairajan Thillagasvaran

Mathes Michel

MESA Family Team

MindChamps Performing Arts  
International Preschool at  
Changi Business Park Pte Ltd

Mitsui-Soko (Singapore) Pte Ltd

Murugaiyan Ramesh

Narbutaitis Tomas

Ng Boon Teck Lawrence

Ng Weiyu

NUS Shooting

Olivier de Poulpiquet

Ong Leong Hee

Pankaj Mataney

Philip Kwee Kerpan

Pierrick Chamois

Rikhit Badalia

Ryan Koh

Sarjit Singh S/O Naranjan Singh

Sarnayak Rahul Narayan Rao

Sathyaganesh Naidu

Seah Chin Siong

Shakura Pigmentation Beauty  
AS Team

Si Ting Eng

Siddhartha Bhattacharya

Siok-Hong Gan

Sivea Pascale

Sonali Malhotra

Su Lin Kwee

Sunil Tuli

Takanori Nakai

Tan Gui Fang Edlyn

Tan Meow Cheng Debbie

Tan Nandha

Tanu Thakur

Tay Kwang Yong Timothy

Teo Lay Lin

Truong Thi Thao Tam

Vanessa Seah

Vincent Go

Vivek Rajamani

Wong Wai Meng

Wu Peihui

Xue Xiaolin

Yang Zhongqi

Yap Wai Ming

Yee Yeong Wee

# FINANCIAL HIGHLIGHTS





## RESERVE POLICY

The reserves ratio (general fund / total resources expended) of the Society's general fund is 1.16 (2023: 1.33). The reserve provides financial stability and supports the development of the Society's activities. The Society aims to maintain reserves at a level adequate for its operating needs. The Executive Committee regularly reviews the reserve level to ensure the Society can meet its ongoing obligations.

## PURPOSE OF CHARITABLE ASSETS HELD:

- **MELROSE VILLAGE BUILDING PROJECT**

Designated for the reconstruction of a new integrated facility on the charity's existing land

- **INVESTMENTS**

A portfolio of bonds and mutual funds aimed at generating additional income or capital gains to support the charity's objectives

- **CASH AND CASH EQUIVALENTS**

Primarily comprised of donations from the public, these funds are used to support the ongoing operations and activities of the charity



## RESTRICTED FUNDS

The charity has disclosed its restricted funds on Page 80 of the Annual Report. Please refer to the Financial Statements for more information.



## DISCLOSURE OF REMUNERATION STAFF

The annual remuneration of the top two key executives exceeds \$100,000 but did not individually exceed \$200,000.

None of the above staff serve in the Executive Committee.



## PRINCIPAL FUNDING SOURCE:

The principal source of funding came from donations.

## FINANCIAL STATEMENTS

### Statements of Financial Activities

Year Ended 31 December 2024

	2024			2023		
	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)
<b>Income</b>						
Donation	2,758,184	7,244,072	10,002,256	1,485,065	3,317,261	4,802,326
Fee income	24,690	5,030	29,720	39,461	–	39,461
Government grants	195,120	2,384,375	2,579,495	195,120	2,097,943	2,293,063
Gifts in kind	58,705	–	58,705	76,120	–	76,120
<b>Total income</b>	<b>3,036,699</b>	<b>9,633,477</b>	<b>12,670,176</b>	<b>1,795,766</b>	<b>5,415,204</b>	<b>7,210,970</b>
<b>Expenditure</b>						
Administrative expenses	(36,963)	(6,994)	(43,957)	(55,236)	(16,292)	(71,528)
Auditors' remuneration	(33,128)	(3,931)	(37,059)	(27,500)	–	(27,500)
Bank charges	(58)	(2,716)	(2,774)	–	(1,836)	(1,836)
Food expenses	–	(195,442)	(195,442)	(112,649)	(74,749)	(187,398)
Central provident fund	(177,221)	(297,277)	(474,498)	(316,079)	(114,087)	(430,166)
Residents' expenditure	(463,550)	(132,177)	(595,727)	(275,787)	(233,802)	(509,589)
Depreciation of property, plant and equipment	(50,333)	(123,407)	(173,740)	(134,958)	(73,334)	(208,292)
Depreciation of right-of-use asset	(24,389)	(186,108)	(210,497)	–	(209,801)	(209,801)
Foreign workers levy	–	(35,740)	(35,740)	–	(39,298)	(39,298)
Housekeeping supplies	–	(26,105)	(26,105)	–	(10,268)	(10,268)
Insurance	(20,278)	(23,359)	(43,637)	(11,058)	(18,616)	(29,674)
Medical	(1,981)	(6,087)	(8,068)	(1,437)	(37,870)	(39,307)
Miscellaneous	(134)	(2,552)	(2,686)	(607)	(17,427)	(18,034)
Interest expense	(1,014)	(8,121)	(9,135)	–	(14,554)	(14,554)
Professional fees	(138,932)	(13,835)	(152,767)	(103,984)	(4,200)	(108,184)
(Provision) / reversal of provision for unutilised leave	(4,121)	(13)	(4,134)	3,205	16,112	19,317
Repairs and maintenance	(185,584)	(301,262)	(486,846)	–	(269,854)	(269,854)
Telephone	(3,061)	(9,787)	(12,848)	–	(12,525)	(12,525)
Staff salaries	(1,128,434)	(1,656,832)	(2,785,266)	(636,070)	(1,888,799)	(2,524,869)
Bonuses	(116,282)	(181,567)	(297,849)	(191,970)	(79,316)	(271,286)
Staff training	(16,682)	(35,127)	(51,809)	(5,615)	(44,884)	(50,499)
Staff welfare	(14,147)	(22,962)	(37,109)	(4,630)	(24,522)	(29,152)
Government service tax expenses	(2,305)	(274)	(2,579)	(2,117)	–	(2,117)
Transportation	–	(17,551)	(17,551)	–	(21,778)	(21,778)
Rental of equipment	(643)	(1,399)	(2,042)	–	(2,346)	(2,346)
Utilities	(7,688)	(63,964)	(71,652)	–	(68,420)	(68,420)
<b>Total expenditure</b>	<b>(2,426,928)</b>	<b>(3,354,589)</b>	<b>(5,781,517)</b>	<b>(1,876,492)</b>	<b>(3,262,466)</b>	<b>(5,138,958)</b>

### Statements of Financial Activities

Year Ended 31 December 2024

	2024			2023		
	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)	Unrestricted Funds(\$)	Restricted Funds(\$)	Total (\$)
<b>Other income:</b>						
Interest income from deposits at amortised cost	217,737	–	217,737	51,732	–	51,732
Dividend income from investments	93,435	–	93,435	72,337	–	72,337
Interest income from deposits and financial assets at fair value through profit or loss ("FVTPL")	219,743	–	219,743	172,793	–	172,793
Members' subscriptions	75	–	75	400	–	400
Other income	197,015	–	197,015	107,278	–	107,278
Gain on disposal of financial assets at FVTPL	36,981	–	36,981	52,316	–	52,316
Gain on fair value of financial assets at FVTPL	290,890	–	290,890	208,870	–	208,870
<b>Total other income</b>	<b>1,055,876</b>	<b>–</b>	<b>1,055,876</b>	<b>665,726</b>	<b>–</b>	<b>665,726</b>
<b>Total surplus for the year</b>	<b>1,665,647</b>	<b>6,278,888</b>	<b>7,944,535</b>	<b>585,000</b>	<b>2,152,738</b>	<b>2,737,738</b>

## Statement of Financial Position

As at 31 December 2024

	2024 (\$)	2023 (\$)
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant and equipment	653,981	820,407
Right-of-use assets	181,873	280,071
<b>Total non-current assets</b>	<u>835,854</u>	<u>1,100,478</u>
<b>Current assets</b>		
Financial assets at fair value through profit or loss	9,683,829	9,070,202
Trade and other receivables	74,231	90,480
Other non-financial assets	313,475	181,021
Cash and cash equivalents	13,309,919	5,894,463
<b>Total current assets</b>	<u>23,381,454</u>	<u>15,236,166</u>
<b>Total assets</b>	<u>24,217,308</u>	<u>16,336,644</u>
<b>FUNDS AND LIABILITIES</b>		
<b>Funds</b>		
<b>Unrestricted fund</b>		
General funds	6,993,709	6,949,082
<b>Restricted funds</b>		
BNP Fund	–	–
Melrose Village Rebuilding fund ("MVRF") (formerly known as Clementi Melrose Village fund)	16,086,852	8,302,503
Ministry of Social And Family Development ("MSF")	–	–
Melrose Care Counselling & Psychotherapy services ("TF-CBT")	–	9,896
Asset capitalisation reserve	201,762	76,307
	<u>16,288,614</u>	<u>8,388,706</u>
<b>Total funds</b>	<u>23,282,323</u>	<u>15,337,788</u>
<b>Non-current liabilities</b>		
Provisions	196,300	191,675
Lease liabilities	75,180	80,973
<b>Total non-current liabilities</b>	<u>271,480</u>	<u>272,648</u>
<b>Current liabilities</b>		
Other payables	546,109	497,944
Lease liabilities	117,396	228,264
<b>Total current liabilities</b>	<u>663,505</u>	<u>726,208</u>
<b>Total liabilities</b>	<u>934,985</u>	<u>998,856</u>
<b>Total funds and liabilities</b>	<u>24,217,308</u>	<u>16,336,644</u>

## Statement of Cash Flows

Year Ended 31 December 2024

	2024 (\$)	2023 (\$)
<b>Cash flows from operating activities</b>		
Net surplus resources for the year	7,944,535	2,737,738
Adjustments for:		
Interest income	(437,480)	(224,525)
Dividend income from investments	(93,435)	(72,337)
Depreciation of property, plant and equipment	173,740	208,292
Depreciation of right-of-use asset	210,497	209,801
Interest expenses on lease liabilities	4,510	9,966
Gain on fair value of financial assets at fair value through profit and loss ("FVTPL")	(290,890)	(208,870)
Gain on disposal of financial assets at FVTPL	(36,981)	(52,316)
Operating cash flows before changes in working capital	<u>7,474,496</u>	<u>2,607,749</u>
Trade and other receivables	16,249	(27,250)
Other non-financial assets	(132,454)	(31,664)
Other payables	48,165	(2,500)
Provisions	4,625	4,588
Net cash flows provided by operating activities	<u>7,411,081</u>	<u>2,550,923</u>
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(7,314)	(7,926)
Purchase of financial assets at FVTPL	(17,938,957)	(17,252,338)
Proceeds from sale of financial assets at FVTPL	17,653,201	17,042,756
Dividend received	93,435	72,337
Interest received	437,480	224,525
Net cash flows provided by investing activities	<u>237,845</u>	<u>79,354</u>
<b>Cash flows used in financing activity</b>		
Repayment of lease liabilities	(233,470)	(232,767)
Net cash flows used in financing activity	<u>(233,470)</u>	<u>(232,767)</u>
<b>Net increase in cash and cash equivalents</b>	7,415,456	2,397,510
Cash and cash equivalents, statement of cash flows, beginning balance	<u>5,894,463</u>	<u>3,496,953</u>
<b>Cash and cash equivalents, statement of cash flows, ending balance</b>	<u>13,309,919</u>	<u>5,894,463</u>

## GOVERNANCE EVALUATION CHECKLIST ( TIER 2 )

GEC Scoring Matrix: Yes - 2 | Partial Compliance - 1 | No - 0

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<b>Principle 1: The charity serves its mission and achieves its objectives. (Score: 8)</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	Yes (2)	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes (2)	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes (2)	
<b>Principle 2: The charity has an effective Board and Management. (Score: 14)</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	Partial Compliance (1)	As a matter of principle, CAS firmly believes that the board and management share collective responsibility for fulfilling the charity's purposes. What remains outstanding is the clear articulation of the distinct roles of board members and management in our governance manual. CAS is committed to addressing this in the next financial year.

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Partial Compliance (1)	CAS has a clear onboarding and training roadmap for all Executive Committee members and the management team. Our HR policies also outline the performance review process for the management. What remains is for the governance manual to include provisions for the performance evaluation of the Executive Committee. CAS is committed to revising the manual in the next financial year.
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,	2.3	Partial Compliance (1)	CAS has clear terms of reference for the Executive Committee and each of its Sub-Committees. What remains outstanding are the terms of reference for ad-hoc committees established to drive time-limited projects within CAS. CAS is committed to developing clear terms of reference for all such committees in the next financial year.

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	Fund-raising, Appointment/ Nomination, Human Resource, and Investment.			
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes (2)	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.	2.5	Partial Compliance (1)	CAS has established term limits for the role of Treasurer. However, our governance manual does not yet specify term limits for other Executive Committee positions. CAS is committed to incorporating term limits for all Executive Committee roles, as well as the necessary provisions for exceptions, in the next financial year.
10	Develop proper processes for leadership renewal. This includes establishing a term	2.6	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	<p>limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.</p>			

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	<p>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.</p>			
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes (2)	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the</p>	2.8	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	Board's decision-making.			
13	<p>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.</p> <p>For all Board members:</p> <p>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.</p> <p>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</p>	2.9a 2.9b 2.9c	No (0)	<p>CAS has established term limits for the role of Treasurer. However, our governance manual does not yet specify term limits for other Executive Committee positions. In addition, it does not outline the process to be followed should there be a need to retain board members beyond the maximum term limit of 10 consecutive years. CAS is committed to incorporating term limits for all Executive Committee roles, as well as the necessary provisions for exceptions, in the next financial year.</p>

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	<p>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).</p> <p>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.</p>			
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for</p>	2.9d	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	<p>overseeing the finances of the charity must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>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.</p>			
<b>Principle 3: The charity acts responsibly, fairly and with integrity. (Score: 10)</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	Yes (2)	
16	Document the processes for the Board and Management to declare	3.2	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	<p>actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>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.</p>			
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes (2)	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes (2)	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	No (0)	CAS intends to make efforts to integrate Environmental, Social, and Governance (ESG) considerations into its activities in the next financial year.
<b>Principle 4: The charity is well-managed and plans for the future. (Score: 13)</b>				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1 a	Partial Compliance (1)	CAS Executive Committee approves the annual budget for the charity's plans and reviews its income and expenditure on a monthly basis.  While CAS implements and regularly reviews key policies and procedures, we acknowledge that the process is not yet formalised in our governance manual. Nonetheless, this does not reflect a lack of diligence or accountability in our current practices. CAS is committed to establishing and documenting a clear review system and accountability structure in the next financial year.

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1 b	Yes (2)	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial	4.2	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	assistance to business entities).			
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes (2)	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed	4.4	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.			
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes (2)	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes (2)	
<b>Principle 5: The charity is accountable and transparent. (Score: 16)</b>				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements	5.1	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).			
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes (2)	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes (2)	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in	5.5	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	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.			
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes (2)	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and	5.6b	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.			
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes (2)	
<b>Principle 6: The charity communicates actively to instil public confidence. (Score: 4)</b>				
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	6.1	Yes (2)	

No.	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
	increase public support, show appreciation to supporters, and so on).			
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Partial Compliance (1)	CAS has identified the key personnel and department responsible for responding to stakeholders and the public. What remains outstanding is the development of a formal Media Communication Policy, which CAS is committed to rolling out in the next financial year.
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial Compliance (1)	CAS is committed to rolling out a formal Media Communication Policy in the next financial year.

**Total Score: 65 (86% of the GEC Score)**

For good governance, all IPCs and large non-IPC charities under Tier 2 should minimally attain 80% of the GEC score (minimum 61 points).

# JOIN US IN TRANSFORMING LIVES

Be part of our mission to transform lives! Champion this meaningful cause alongside us and make a difference in the lives of our children and youths.



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For credit cards or recurring monthly donations, please scan the QR code to use our donation portal.



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Contact us at 6970 0980 or email us at [partnerships@childrensaidsociety.org.sg](mailto:partnerships@childrensaidsociety.org.sg)

# CHILDREN'S AID SOCIETY

FOUNDED IN 1902

Children's Aid Society  
is a Member of NCSS

☎ 6970 0980

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🌐 [www.childrensaidsociety.org.sg](http://www.childrensaidsociety.org.sg)

