



ANNUAL REPORT 2025
1 Oct 2024 to 30 Sep 2025

LIGHT
HOPE
SERVICE
GRACE

that lifts



“My dear friends, let us love one another, since love is from God and everyone who loves is a child of God and knows God. Whoever fails to love does not know God, because God is love.”

1 John 4:7-8

Annual Report 2025

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About Caritas Singapore



Caritas Singapore is the official social and community arm of the Catholic Church in Singapore and a member of Caritas Internationalis, a global confederation of over 160 humanitarian organisations.

We are the umbrella body for over 20 Catholic charities and organisations whose work has touched the lives of many, regardless of race or religion. Through the work of Caritas Singapore and our social mission family, we seek to serve the poor, vulnerable, and marginalised in our community, such as families and children, youth-at-risk, the poor and elderly, persons living with medical conditions, persons living with disabilities, migrants and itinerant persons, and many more.

OUR VISION

Be a leader and champion for universal love and sustainability, answering the cry of the Poor and cry of the Earth.

OUR MISSION

Collaborating with our member organisations to provide leadership within the Catholic community by advancing the Church's social mission, rooted in Catholic Social Teaching and guided by Environmental, Social and Governance principles to build a sustainable planet Earth and compassionate world for the vulnerable and marginalised society.



We are a member of Caritas Internationalis (CI) in Rome – a confederation of 162 members worldwide operating in 200 countries that coordinates emergency operations, formulates development policy, and advocates a better world for everyone. As the mission arm of the Church, Caritas reaches out to the poor, vulnerable, and marginalised, regardless of race or religion.

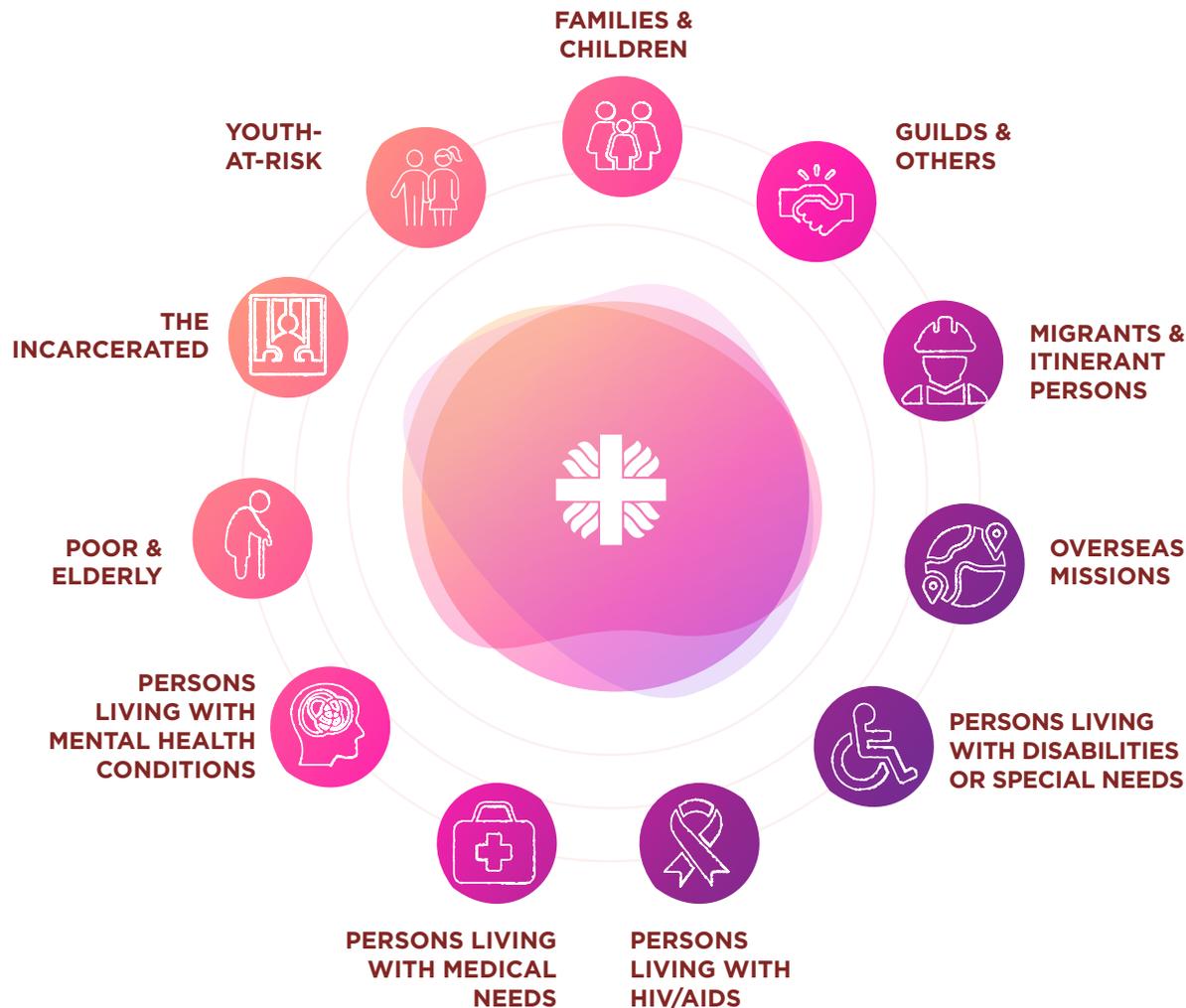


Caritas Asia's mission is to lead and build the capacities of Caritas organisations in Asia to address a range of programmatic issues from emergencies to advocacy for the most vulnerable communities. There are four Caritas Asia (CA) sub-regions: Central, East, South, and Southeast Asia (SEA). Caritas Singapore is in the SEA group together with teams from Cambodia, Indonesia (Karina KWI), Myanmar (KMSS), Malaysia, Philippines (NASSA), Thailand, Timor-Leste, and Vietnam.

Our Network of Care

Love in Every Direction

Spanning 11 areas of outreach, our network of care brings together Catholic charities and partners united by one purpose, to serve with love. This all-encompassing network of specialised care with strong foundations of service allows Caritas Singapore to scale resources, strengthen collaboration, and touch more lives across all backgrounds regardless of race, religion, or circumstance.



Families & Children

- Canossaville Children and Community Services
- Catholic Family Life (CFL)
- CHIJ Sanctuary for Children
- Marymount Centre
- Montfort Care
- Morning Star Community Services

Guilds & Others

- Catholic Architectural Guild (CAG)
- Catholic Business Network (CBN)
- Catholic Lawyers Guild (CLG)
- Catholic Medical Guild of Singapore (CMG)
- Catholic Nurses Guild (CNG)

Migrants & Itinerant Persons

- Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI)

Overseas Missions

- Caritas Humanitarian Aid & Relief Initiatives (Singapore) Ltd (CHARIS)

Persons Living with Disabilities or Special Needs

- Abilities Beyond Limitations and Expectations (ABLE)
- Mamre Oaks

Persons Living with HIV/AIDS

- Catholic AIDS Response Effort (CARE)

Persons Living with Medical Needs

- Assisi Hospice
- Mount Alvernia Hospital

Persons Living with Mental Health Conditions

- Clarity Singapore
- Montfort Care

Poor & Elderly

- Catholic Welfare Services (CWS)
- Montfort Care
- Society of Saint Vincent de Paul (SSVP)

The Incarcerated

- Roman Catholic Prison Ministry (RCPM)

Youth-At-Risk

- Boys' Town
- HopeHouse

Chairman's Message

L.O.V.E.: The Heartbeat of Our Journey

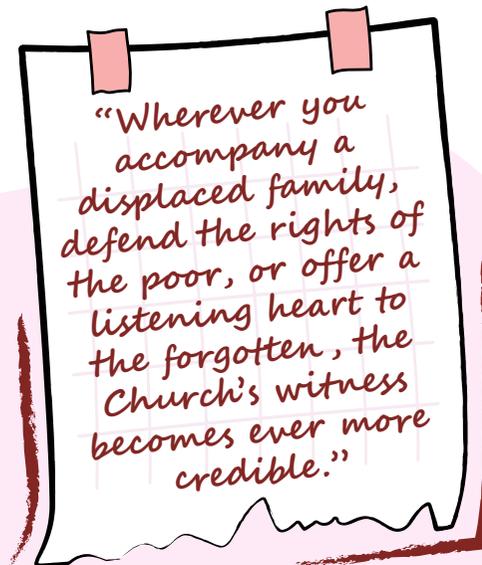
Dear Friends,

As Caritas Singapore marks its 19th anniversary this year, we give thanks to God for inspiring, guiding, and strengthening us every day to live out our mission to serve the poor, vulnerable, and marginalised, doing so with love and compassion.

We have journeyed with grief and joy this year. The passing of our beloved late Pope Francis saddened many. His last visit to Singapore in September 2024 embodied the tireless love of God. He inspired us to act on bringing harmony and common good to our human community; we wanted to act on his words of love for humanity and love for creation. We were moved to start our inaugural Interreligious Earth Day Dialogue on 22 March (poignantly, it took place the day after Pope Francis' passing). We were joined by over 80 participants from 10 faith communities in our first tree planting event and dialogue on promoting care for creation and Mother Earth. We will strive our best to continue to promote interreligious harmony and Laudato Si' - more to come.

We are blessed to have Pope Leo XIV succeed our late Pope Francis. He has given us a comforting sense of continuity with our late Pope Francis' teachings. In his first Apostolic Exhortation, Dilexi Te, he reminds us that "As the Body of Christ, the Church experiences the lives of the poor as her very 'flesh', for theirs is a privileged place within the pilgrim people of God. Consequently, love for the poor - whatever the form their poverty may take

- is the evangelical hallmark of a Church faithful to the heart of God. No Christian can regard the poor simply as a societal problem; they are part of our 'family'. They are 'one of us'. Nor can our relationship to the poor be reduced to merely another ecclesial activity or function." This speaks so clearly to the mission of Caritas. In his recent meeting with Caritas Internationalis in November this year, he affirmed the social mission of the Church embedded in Caritas' mission throughout the world. He said:



Our sense of shared mission and communion among our 25 member organisations to love and serve the poor, vulnerable, forgotten, marginalised, is thus critical to our bearing witness to the Church's mission. Our "Walk with Caritas Family" walkathon in August underpins our communal efforts to be one in our shared mission - it was truly a joyous gathering that brought together our

member organisations, volunteers, and friends in a shared expression of faith and solidarity. More than just a fundraising event, it embodies the spirit of Love in Action: one family walking together to make a difference. Our flagship signature initiative continues to grow, empowering our member organisations to engage the public, fundraise for their own causes, and strengthen collaboration within the Caritas Family.

All that we do at Caritas Singapore would not be possible without the support of our generous donors. We are ever so grateful for their endearing and enduring support. We hosted an intimate appreciation dinner in February to thank our donors for their generous support. This time, we invited beneficiaries from various member organisations including Boys' Town, Canossaville Children & Family Services, Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI), and Roman Catholic Prison Ministry (RCPM), to share how they have benefitted from the support of our donors. The event was very well received and both beneficiaries and donors felt the engagement was deeply meaningful... so this too will be a signature event for us yearly!

Finally, we are also pleased to share that Caritas Singapore has been awarded the Charity Transparency Award for the second consecutive year in our current Financial Year by the Charity Council. This award recognises charities that demonstrate exemplary governance, transparency, and accountability. Receiving this recognition two years in a row reaffirms Caritas Singapore's ongoing commitment to integrity, ethical stewardship, and good governance in all that we do.

Caritas Singapore has also successfully renewed our Institution of a Public Character (IPC) status for another three years. This renewal reflects the confidence placed in our governance standards and enables us to continue receiving tax-deductible donations, extending the reach and impact of every act of generosity.

To our Board of Directors, Trustees, member organisations, staff, volunteers, donors, and partners, thank you for journeying with us. Your generosity and faithfulness continue to make our mission possible.

Thank You and God Bless,
AGNES LIEW
Chairman



Financial Highlights

Every Dollar Counts, Every Life Matters

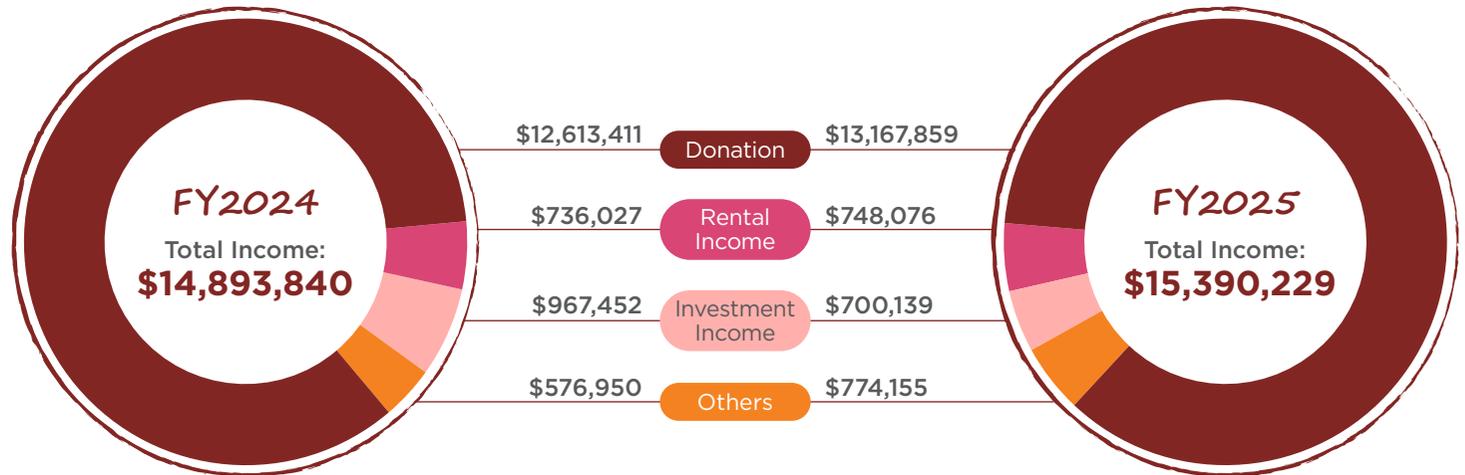
Good stewardship is love in action. In the past financial year, 74 cents of every dollar raised were directed towards more than 50 social service programmes through Caritas Singapore’s grantmaking. The remaining 26 cents supported the delivery of community and advocacy programmes, sector initiatives, and essential functions that enable our mission to continue while ensuring accountability and sustainability.

Our commitment to financial discipline is demonstrated by how we maintain strong cost efficiency, with a fundraising ratio of approximately **6.8%**, reflecting our focus on maximising impact while keeping costs low.

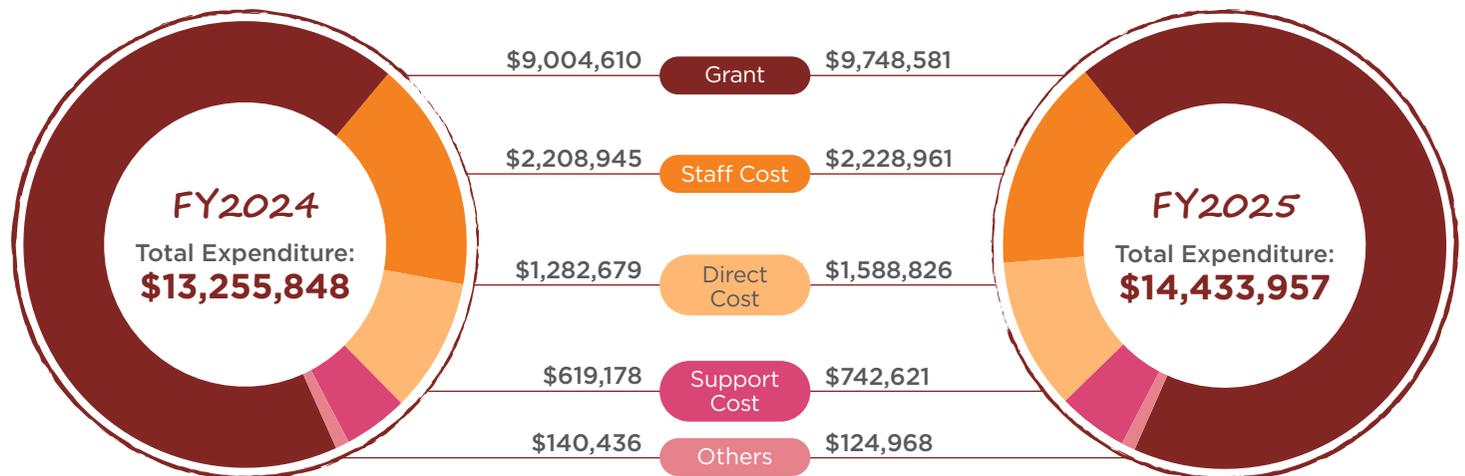
NET INCOME



INCOME



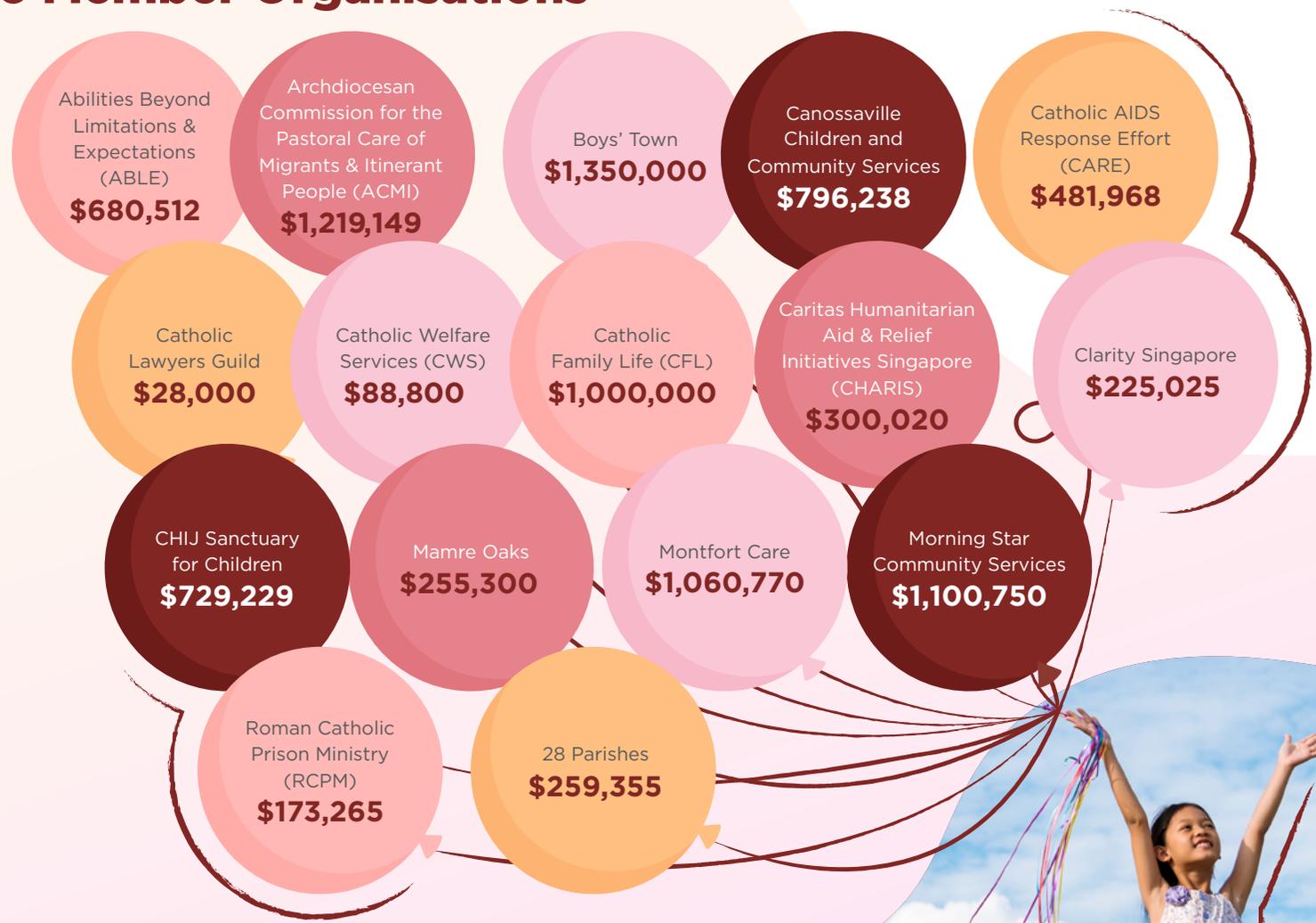
EXPENDITURE



Grants Disbursed to Member Organisations

Making a Difference Through Meaningful Grantmaking

As a mission-guided grantmaker, Caritas Singapore has channelled **over \$40.5 million in the last five years** to sustain the work of our member organisations. We go beyond financial support by practising impact-driven grantmaking, funding programmes that create meaningful outcomes while collaborating, guiding, and enabling initiatives aligned with our shared commitment to service and human dignity.



Total grants disbursed in 2025:
\$9,748,581



Impact that Uplifts Every Life

Across families, youth, the elderly, migrants, and persons with special needs, our impact extends beyond what numbers can capture. While the figures reflect the reach of our work, they represent only part of a wider effort to uphold dignity, restore hope, and walk alongside lives changed through our network of care.



Marginalised

Assisted

> 13,500

individuals with essential services and pathways to inclusion



Community Legal Aid

Estimated

350

pro bono legal sessions provided for those in need



Caregivers

Supported

914

caregivers with resources and emotional support



Health & Social Care

Provided targeted support to

570

individuals to improve daily functioning and stability



Seniors

Engaged

1,306

seniors in active ageing and support initiatives that reduced isolation

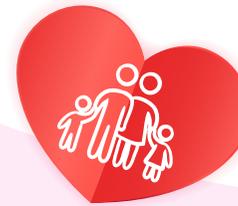


Outreach

Reached out to

32,834

individuals across all service groups, connecting them to essential support and resources



Children, Youth and Family

Reached

> 8,900

children, youths, and families through developmental and strengthening programmes



Mental Health

Supported

1,491

individuals through counselling and mental wellbeing programmes



Figures presented include a mix of actual results and forecasted data based on current trends.

PROGRAMMES & ACTIVITIES

Fundraising



The Many Ways We Give, Together.

Through our year-round fundraising efforts, from Charities Week and our Anniversary Campaign to heartfelt initiatives like Share the Warmth, Share a Pot and Legacy of Love, we sustain vital programmes across our network of care. Every campaign is more than a call for donations, it's an invitation to walk together in compassion and keep love in motion.

Charities Week 2025

From 15 March to 25 May 2025, Caritas Singapore held its annual Charities Week, our signature fundraising campaign that fuels programmes and services across the Caritas network of care. Carrying the theme “Walk With Me”, the campaign invited the Catholic community to journey alongside those in need, a call to live compassion through almsgiving and solidarity during the sacred season of Lent.

This year, the message of faith in action reached even further. Featured

on Catholic Radio’s Faith Perspective on 20 March 2025, the campaign inspired listeners to reflect on what it means to walk in love. After piloting parish roadshows in two parishes in 2024, Caritas Singapore expanded its outreach to eight parishes in 2025, supported by parish priests, volunteers, and community members who brought Charities Week to life across Singapore.

Collectively, these efforts raised **\$7,116,756**, a testament to the generosity and faithfulness of our

Catholic community. More than a fundraising milestone, it was a celebration of unity and compassion, a reminder that when love moves in step with faith, it uplifts lives and renews hope for all.



PARISHES WHERE ROADSHOWS WERE HELD

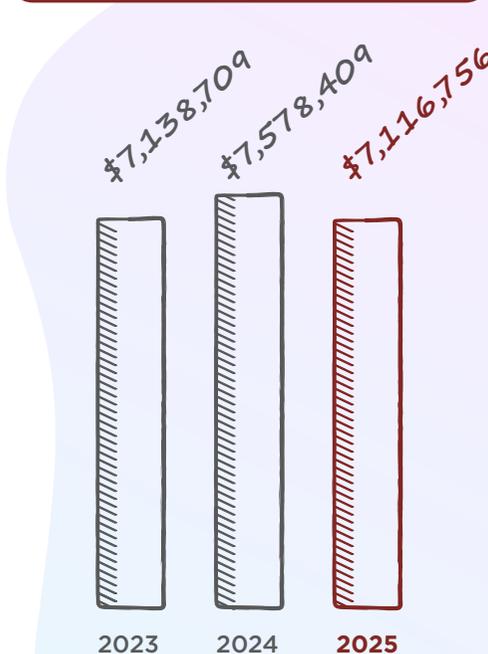
Church of Our Lady of Perpetual Succour,
Church of the Holy Cross

Church of St Mary of the Angels,
Church of St Bernadette

Church of the Holy Spirit,
Church of the Holy Family

Church of St Ignatius,
Church of Christ the King

CHARITIES WEEK 2023-2025

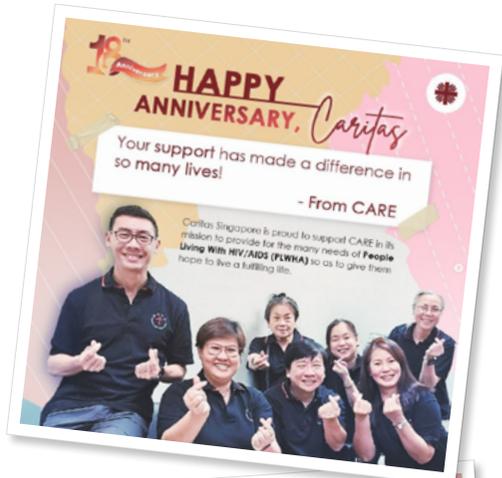
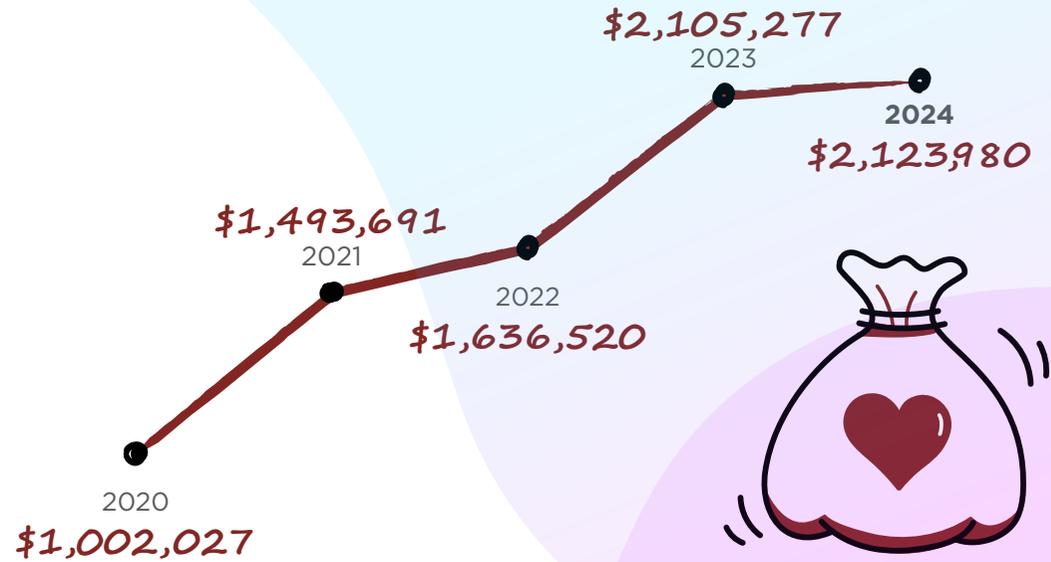


Anniversary Campaign 2024

From 1 November to 31 December 2024, Caritas Singapore launched its 18th Anniversary Campaign, our annual online fundraising effort inviting donors and friends from all walks of life to reconnect and reflect on the difference their giving makes across our family of charities. For the first

time, the campaign featured video interviews and testimonials that shared real stories of lives touched, helping donors experience the impact of their generosity more personally.

The campaign raised a record **\$2,108,641** from the general public, the highest to date, while maintaining a low cost-to-funds-raised ratio. This achievement underscored both the strong trust of our donors and the effectiveness of our efforts. Our Anniversary Campaign remains a cornerstone of our fundraising calendar, reminding the community in the year end season of giving to give generously, walk with the vulnerable, and sustain the good work of our network of care throughout the year.



Festive Partnerships

SHARE THE WARMTH, SHARE A POT

Between 27 January to 28 February 2025, Caritas Singapore raised **\$16,940** through Giving.sg in support of Share a Pot. Started in 2016, the community initiative now engages about 100 seniors in Toa Payoh weekly through exercise, cooking, and companionship. Timed around Chinese New Year, the campaign reminded us to extend warmth to those who may feel alone, sustaining this beloved programme year after year.



CIMB PLAZA X CARITAS SINGAPORE: MAKING CHRISTMAS BRIGHTER

Caritas Singapore partnered with CIMB Plaza for its annual Secret Santa Campaign in December 2024, bringing together office tenants to share the Christmas spirit with children in need. A total of 150 gifts were collected and distributed to beneficiaries from CHIJ Sanctuary for Children, Morning Star Community Services, and the Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI), bringing warmth, joy, and hope to young hearts.



Legacy of Love

Legacy giving provides vital, long-term support for Caritas Singapore's mission to serve people of all ages and needs. Through bequests, insurance nominations, and other planned gifts, donors help ensure essential services continue. In FY2024, Caritas Singapore received close to **\$1,000,000** in legacy gifts, each one an enduring act of love that secures compassion and care for future generations.



Those who wish to leave a **Legacy of Love** are encouraged to reach out by emailing us at leavealegacy@caritas-singapore.org.

Our team can provide guidance on how to plan a meaningful gift, helping donors align their intentions with the causes and communities closest to their hearts.

PROGRAMMES & ACTIVITIES

Community & Outreach

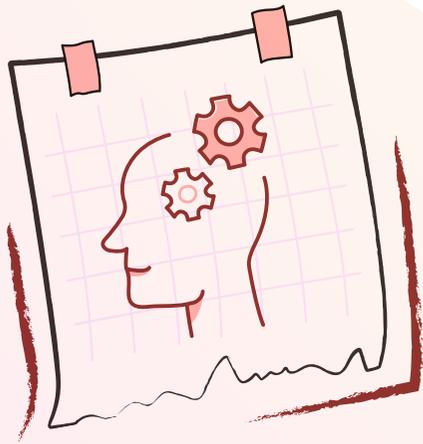
Building Community Through Shared Action

Community outreach is where faith meets everyday life. Through programmes in schools, parishes, and neighbourhoods, we gather people around a shared purpose, cultivating compassion, solidarity, and service. Together with our partners and volunteers, we translate care into action and grow a community grounded in dignity and guided by hope.



School Engagements

Shaping Hearts & Minds



Through school engagements across Singapore, Caritas Singapore nurtures the next generation of compassionate leaders by connecting faith with action.

From teacher formation and student outreach to design-thinking collaborations, these programmes inspire young people and educators alike to live out values of love, service, and stewardship in their everyday lives.

CATHOLIC SOCIAL TEACHING (CST) FOR PRINCIPALS, BOARD AND STAFF OF ST GABRIEL'S FOUNDATION

In partnership with St Gabriel's Foundation, Caritas Singapore conducted four CST formation sessions in 2025 for school leaders and staff across seven institutions. Covering human dignity, work, and the common good, the sessions deepened understanding of CST and laid the groundwork for its integration into Montfortian education and school culture.



SJI DESIGN THINKING PROJECT - SIGNUM FIDEI

From February to August 2025, Caritas Singapore partnered with St Joseph's Institution students on Signum Fidei, a Design Thinking project addressing low youth volunteerism. The students researched barriers, developed creative solutions, and piloted a volunteering initiative at St Theresa's Home, fostering empathy and leadership rooted in faith and service.



REVIEW OF LIFE (ROL) SESSION WITH THE YOUNG CHRISTIAN STUDENTS (YCS)

On 22 March 2025, Caritas Singapore conducted an ROL formation session with 30 YCS leaders from Catholic schools and tertiary institutions. Guided by Caritas Singapore facilitators, students revisited the ROL method, applied it to real-life scenarios, and reflected on living their faith more intentionally.

School Engagements



MONTFORT JUNIOR STAFF CONFERENCE

On 24 June 2025, Caritas Singapore facilitated Montfort Junior's Staff Conference, themed "Together We Are One", uniting 78 educators in reflection and renewal. The session deepened understanding of the school's values through CST principles and reinforced stewardship by promoting sustainability practices such as reusable cutlery and waste reduction.

SJI VALUES IN ACTION (VIA) SCUBILION FAIR

At St Joseph's Institution's VIA Scubilion Fair on 8 May 2025, Caritas Singapore engaged students through an interactive booth showcasing the Church's social mission. Activities like the \$5 Challenge and Care for Creation pledges deepened empathy, encouraging students to reflect on poverty, sustainability, and their role in building a compassionate world.



ST PATRICK'S SCHOOL VALUES IN ACTION (VIA) FAIR

On 18 July 2025, Caritas Singapore and five member organisations conducted an outreach session at St Patrick's School to deepen students' understanding of the Church's social mission. Through small-group interactions, students learned practical ways to serve the poor and vulnerable and to live out faith through compassionate action.



Parish Engagements

Strengthening Faith Where it Begins

Parishes are where faith takes root in everyday life.

Caritas Singapore partners closely with parish communities to nurture awareness of the Church’s social mission and equip parishioners to live out their faith through love in action, empowering every parish to be a light of compassion within its neighbourhood.



CATHOLIC SOCIAL TEACHING (CST) AND SOCIAL MISSION FOR CHURCH OF THE HOLY CROSS RITE OF CHRISTIAN INITIATION OF ADULTS (RCIA)

On 16 August 2025, Caritas Singapore held a session for over 40 RCIA participants at the Church of the Holy Cross. The session deepened understanding of the Church’s social mission, the dignity of every person, and the call to live out faith through compassion and service to the poor.



CATHOLIC SOCIAL TEACHING (CST) SESSION FOR CHURCH OF ST FRANCIS XAVIER LEVEL 8 CATECHISM

On 24 August 2025, Caritas Singapore conducted a CST session for 50 Level 8 catechism students and facilitators at the Church of St Francis Xavier. Through interactive activities, they explored human dignity, solidarity, and participation, discovering how to live their faith through everyday acts of care.



Parish Engagements



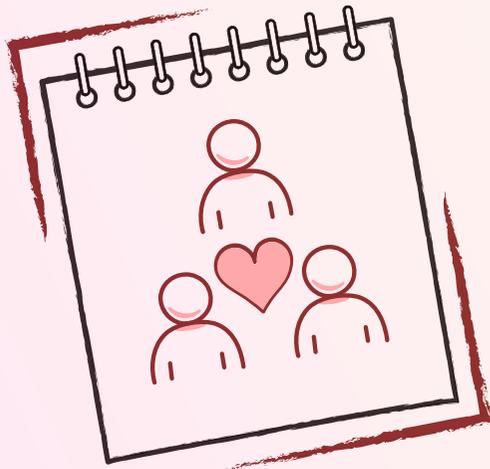
ST JOSEPH'S CHURCH (BUKIT TIMAH) MANDARIN RITE OF CHRISTIAN INITIATION OF ADULTS (RCIA) VISIT

On 12 October 2024, Mandarin-speaking RCIA participants from St Joseph's Church (Bukit Timah) visited Caritas Agape Village to learn about the Church's social mission. The session and guided tour introduced Catholic Social Teaching principles and showcased how Caritas Singapore and its member organisations journey holistically with those in need.



Community Involvement

Together, We Grow in Love and Service



When people come together, something greater takes shape.

Across Singapore, we bring people together, volunteers, partners, and friends to nurture compassion, foster belonging, and strengthen our shared purpose. Through simple yet meaningful acts of service, we grow as one community rooted in love, care, and collective action.



SHARE A POT (SAP)

Through the SAP programme, seniors in Toa Payoh find companionship, vitality, and purpose through an ongoing weekly programme. Each session gathers over 100 participants for nostalgic games, fitness activities, educational talks, intergenerational interaction, and the simple comfort of sharing a warm bowl of soup. From time to time, the programme also extends beyond its regular setting, including a September 2025 excursion where 193 seniors and volunteers were hosted by Mandai Wildlife Reserve to experience the newly opened Mandai Rainforest.



Community Involvement



WALK WITH CARITAS FAMILY 2025: "ONE WALK, MANY CAUSES."

On 23 August 2025, more than 2,700 participants gathered at Gardens by the Bay for Walk with Caritas Family 2025, themed "One Walk, Many Causes". Guest of Honour Mr Ong Ye Kung, the Minister for Health and Coordinating Minister for Social Policies, flagged off the event, which united 16 charities under one banner and encouraged participants to walk for five meaningful causes, from compassion and inclusion to mental well-being.

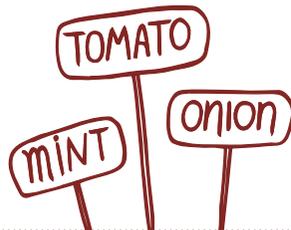
Co-organised by Canossaville Children and Community Services and CHIJ Sanctuary for Children, the walk featured a sustainability marketplace, performances, and vibrant colour-coded socks symbolising unity in diversity. Beyond fundraising, the event strengthened collaboration, visibility, and capacity among member organisations, embodying what it means to truly walk together in love and service.

Community Involvement



ROOFTOP GARDEN PROJECT

Our rooftop garden flourishes through the care of dedicated volunteers who cultivate both produce and community. The garden yields fresh ingredients, including a 6.2-kilogramme daikon harvest, for the Share a Pot soup sessions. It also offers a serene space where seniors can reconnect with nature and one another.



END-OF-YEAR APPRECIATION PARTY

On 19 November 2024, Caritas Singapore hosted an End-of-Year Appreciation Party themed “Disco Night” to celebrate the dedication of our Caritas Family. 89 participants, including 73 representatives from 15 member organisations, came together in laughter and fellowship, strengthening the relationships that sustain our shared mission and collaborative spirit.



Community Involvement

DINE WITH ME - INAUGURAL APPRECIATION DINNER

Held on 27 February 2025, the inaugural Dine with Me dinner brought together 87 representatives from member organisations, partners, donors and the Caritas Board for an evening of gratitude, friendship, and shared purpose. Conceived as a dedicated space to thank long-standing supporters and welcome new friends, the gathering celebrated the collective impact made possible through partnership across the Caritas Singapore Family.

Beyond a dinner, Dine with Me marked the beginning of more intentional engagement with those who journey alongside Caritas Singapore. Through meaningful conversations and shared stories, supporters gained deeper insight into how their contributions strengthen the Caritas network of care. This commitment to relationship-building continued with the first Friends of Caritas gathering in June, affirming our resolve to honour, connect, and walk closely with the community that sustains our mission.



FRIENDS OF CARITAS GATHERING

On 25 June 2025, more than 80 volunteers gathered for the inaugural Friends of Caritas celebration to honour those who serve faithfully behind the scenes, from parish outreach and roadshows to supporting Caritas Singapore events in diverse roles. The evening was marked by storytelling, reflection, and dinner fellowship, recognising the quiet dedication that sustains the Caritas network of care.

VOLUNTEER'S APPRECIATION EVENT

In December 2024, we held a special Volunteer Appreciation Event to honour the invaluable contributions of our volunteers, whose commitment remains central to our mission. The gathering began with a Mass celebrated by Father Ambrose Vaz, followed by a fellowship lunch. Through this time of thanksgiving, we reaffirmed our commitment to journey alongside our volunteers, whose generosity of time and heart continues to uplift vulnerable communities across the Caritas Singapore Family.



PROGRAMMES & ACTIVITIES

Faith Formation



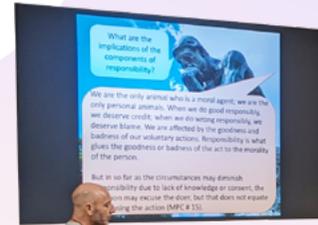
Faith in Formation, Compassion in Motion

Every act of compassion begins with understanding. At Caritas Singapore, formation builds that understanding by grounding faith in reflection, dialogue, and discernment. Guided by Catholic Social Teaching, our programmes invite participants to see the world through the eyes of love, and to serve with purpose.

Faith Formation

MY PERSONAL COMPASS

From February to April 2025, 39 participants attended the My Personal Compass ethics course by Father David Garcia, O.P., at CANA, followed by a second part at Caritas Agape Village with 34 participants. Covering virtue ethics and Christian morality, the 15-week programme helped participants form a clearer moral compass for daily decision-making.



CATHOLIC SOCIAL TEACHING (CST) COURSE BY FATHER DAVID GARCIA, O.P.

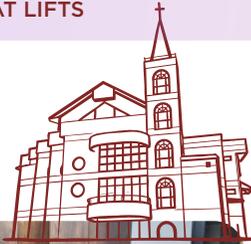
Twice a year, Caritas Singapore hosts Father David Garcia's CST course, exploring faith's relevance to modern issues. In November 2024, 38 joined at CANA, and from April to May 2025, over 80 participants attended at the Church of the Holy Family.



REVIEW OF LIFE WORKSHOP

Held twice yearly, the Review of Life workshop guided participants through the See-Judge-Act method to connect faith with real-life issues. The sessions held in November 2024 and May 2025 drew a total of 28 participants respectively, inspiring reflection, dialogue, and action grounded in Catholic Social Teaching.

Faith Formation



PARISH RETREAT AT CHURCH OF ST MICHAEL

On 2, 3, and 9 November 2024, Father David Garcia, O.P., and the Formation Committee led a retreat for 25 parishioners from the Church of St Michael. Centered on the theme of love, the retreat invited participants to live faith more intentionally in family, work, and community life.



BRINGING CATHOLIC SOCIAL TEACHING (CST) TO YOUTH AT ST ANNE'S CHURCH

As part of our effort to help parishes bring CST to life, Caritas Singapore collaborated with the Level 7 catechism team at St Anne's Church to conduct two sessions for more than 70 youths from four classes. Held on 23 and 30 August 2025, the sessions explored human dignity and the preferential option for the poor through short talks, a "Lifeboat" exercise, and reflective quizzes.



DAY OF RECOLLECTION AT CARITAS AGAPE VILLAGE

On 11 June 2025, Caritas Singapore and CHARIS co-hosted a Day of Reflection for more than 200 staff, volunteers, and donors ahead of the Humanitarian Forum and Fair. Led by Father Michael Payyapilly, V.C., the retreat centred on hope and service, offering a day of renewal through worship and reflection.

Faith Formation: Catholic Social Teaching (CST)



FORMATION WITH ARCHDIOCESAN COMMISSION FOR THE PASTORAL CARE OF MIGRANTS & ITINERANT PEOPLE (ACMI) STAFF

From September 2025, Caritas Singapore partnered with ACMI to conduct a five-part CST series for staff. Replacing regular team meetings, the sessions explored CST's roots and its relevance to migrant issues, helping participants see their ministry through a renewed lens of dignity and compassion.



#CSTBITES: LIVING CST WITHIN CARITAS SINGAPORE

To keep faith alive in daily work, Caritas Singapore staff reflect on Catholic Social Teaching at every meeting through short #CSTBites sessions. Topics such as gratuitousness, culture, and technology inspire dialogue on how CST principles guide our service and strengthen the organisation's collective spiritual grounding.

BRINGING CST TO LIFE ONLINE

Recognising the need for a clearer, more practical way to engage with Catholic Social Teaching, Caritas Singapore introduced a refreshed online platform that frames CST through contemporary issues rather than abstract principles. With reflections, guiding questions, and curated resources, this new initiative invites visitors to explore how faith meaningfully shapes action, understanding, and social responsibility today.

PROGRAMMES & ACTIVITIES

Care for Creation



All for One, Our Common Home

Caring for creation is part of who we are as Catholics, an expression of gratitude for the world God has entrusted to us. Appointed by the Archbishop to lead sustainability efforts, Caritas Singapore continues to guide and unite the faithful in caring for our common home. Through collaboration, dialogue, and faith in action, our Care for Creation (C4C) initiatives inspire communities to live responsibly, act justly, and protect the Earth for generations to come.

Care for Creation (C4C)



C4C PARISH ROADMAP WORKSHOP

On 25 February 2025, C4C held its first Parish Roadmap Workshop at Caritas Agape Village, attended by over 30 representatives from 10 parishes and Archdiocesan Land & Properties Singapore (ALPS). The workshop introduced the C4C Parish Roadmap Playbook, a practical guide to assess, plan, and strengthen parish sustainability initiatives across Body, Mind, and Heart dimensions.



C4C PARISH NETWORKING SESSIONS

C4C organised two Parish Networking Sessions on 17 October 2024 at the Church of Divine Mercy and 1 August 2025 at Caritas Agape Village, gathering participants from over 20 parishes. The sessions encouraged sharing of good practices, discussed sustainability challenges, and strengthened a growing archdiocesan network dedicated to caring for our common home.



Care for Creation (C4C)



INTERRELIGIOUS EARTH DAY DIALOGUE 2025

Held on 22 April 2025 at Fort Canning Centre, this inaugural Dialogue brought together over 80 representatives from 10 faith groups and government agencies. Guest of Honour Mr Alvin Tan, Minister of State for Ministry of National Development and Ministry of Trade and Industry, honoured the late Pope Francis and affirmed the shared call to stewardship. The event concluded with a symbolic tree planting celebrating unity and hope.



Care for Creation (C4C)

LAUDATO SI' MASS

About 200 participants gathered at the Church of St Mary of the Angels for the Laudato Si' Mass, celebrated by Father Glenn de Cruz, C.Ss.R. and concelebrants on 30 May 2025. The Mass reaffirmed creation care as part of God's salvation plan, with symbolic gifts such as fruits, plants, and crafts presented in thanksgiving for creation's beauty.

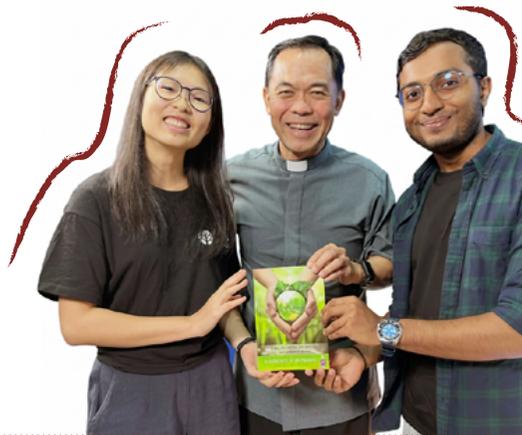


EPISCOPAL COMMISSION FOR CREATION JUSTICE (ECCJ) MALAYSIA-SINGAPORE-BRUNEI

Caritas Singapore represented the Archdiocese in two regional ECCJ gatherings, the Ecological Pathways Workshop in Johor Bahru (27-29 June 2025) and the Annual Meeting in Keningau, Sabah (29-31 August 2025). Delegates exchanged best practices, deepened ecological understanding, and launched the PROTEC 2.0 (REGENERATE!) campaign, renewing regional commitment to ecological restoration.

CLIMATE INTERFAITH PODCAST RECORDING

On 5 July 2025, Father Colin Tan, SJ represented Caritas Singapore on the Climate Interfaith podcast episode "Faith and Climate Action". Joining Buddhist and Muslim speakers, Father Colin shared insights from Laudato Si' and reflected on how faith traditions inspire shared responsibility, compassion, and action for the environment.



Care for Creation (C4C)

SEASON OF CREATION (SOC) 2025

From 1 September to 4 October 2025, Caritas Singapore's C4C led and participated in the global SOC, an annual ecumenical period inviting Christians worldwide to pray, reflect, and act for our common home. Through liturgies, learning spaces, interfaith collaboration, and hands-on environmental action, the season translated the call of Laudato Si' into concrete steps that engaged parishes, partners, staff, youths, and seniors alike, nurturing ecological awareness alongside faith in action.

KEY INITIATIVES THROUGHOUT THE SOC INCLUDED:

1 SEP

Global Ecumenical Prayer for Creation (Online)

Caritas Singapore joined Christians worldwide in a shared moment of prayer, uniting faith communities across borders in a collective call to care for the planet.

3 SEP



Mass for the Care of Creation and Launch of PROTEC 2.0 (REGENERATE!)

Held at the Church of St Ignatius, about 160 participants gathered for worship and the launch of the Episcopal Commission for Creation Justice (ECCJ) Malaysia-Singapore-Brunei PROTEC 2.0 (REGENERATE!) campaign, renewing commitment to protecting flora and fauna.

9 SEP

Biodiversity Talk at Church of the Holy Cross

Experts discussed regional biodiversity challenges and examples of collective action, helping participants connect ecological science with responsibility and stewardship.

12-13 SEP

Our Father's World Creation Care Conference

Where we joined our Christian friends to reflect on theological teachings and practical ecological applications, and shared how insights from Laudato Si could be applied in architecture and design.

20 SEP



Youth Cycling Event for Car-Free Day

In partnership with Climate Interfaith, youths cycled from Marina Barrage to East Coast Parkway, combining faith-sharing with visible environmental action.

22 SEP



Caritas Singapore Staff Intertidal Walk and Beach Cleanup

Staff explored coastal ecosystems and collected four bags of litter, reflecting on both the beauty and fragility of creation through direct engagement with nature.

24 SEP

Share a Pot Activity and Mass at Caritas Agape Village

Seniors learned about native plants and wildlife, followed by a Mass for the Care of Creation, integrating ecological awareness into community care.

26 SEP



Forest Regeneration Project Kick-off with NPartners

Caritas Singapore launched a long-term forest restoration effort near the future Catholic Hub and St Theresa's Home, planting 25 native trees with NPartners and Church partners.

4 OCT

Nature Walk and Closing Reflection at MacRitchie Nature Reserve

The season concluded with a guided nature walk and reflection, inviting participants to discern how stewardship can be lived beyond the season itself.

PROGRAMMES & ACTIVITIES

*Building Capacity,
Capability & Collaboration*



Stronger Together

Capacity building, capability building, and collaboration are intertwined and reinforce one another. We grow not only the strengths of our member organisations, but our own internal foundations, so we can serve with greater clarity and purpose. Through improved systems, shared learning, and collaborative platforms, we equip people, refine processes, and deepen unity across the Caritas Family. This continual strengthening prepares all of us to serve more effectively, sustainably, and compassionately.

Building Capacity, Capability & Collaboration

BUILDING CAPACITY THROUGH COLLECTIVE ACTION: WALK WITH CARITAS FAMILY 2025

Over 2,700 participants gathered for Walk with Caritas Family 2025, themed “One Walk, Many Causes”. The event united 16 member organisations to raise visibility and support for their causes, while showcasing collective strength under one Caritas banner. With new features like a sustainability marketplace and vibrant performances, the walk strengthened fundraising, collaboration, and shared purpose across the Caritas Family. (See more on Page 19)



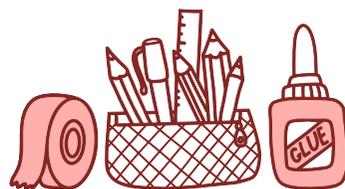
NCSS VOLUNTEER MANAGEMENT CAPABILITY DEVELOPMENT (VMCD) CONSULTANCY PROJECT

From October 2024 to August 2025, Caritas Singapore participated in the NCSS VMCD Consultancy Project to enhance volunteer engagement across the social service sector. We pilot-tested a Volunteer Roles Library for Walk with Caritas Family 2025, improving role clarity and manpower planning. Caritas Singapore was recognised for the Most Engaging Presentation, underscoring our collaborative spirit and innovation.



THE ART OF FUNDRAISING WORKSHOP

On 25 July 2025, 34 participants from 11 organisations attended The Art of Fundraising workshop led by Senior Philanthropy Advisor Mr Dickson Lim. Through practical insights and real-world examples, participants learned effective donor engagement and stewardship strategies, gaining skills to enhance fundraising sustainability and deepen impact across their organisations.



STRENGTHENING DATA PROTECTION WITH PDPA WORKSHOP BY TRS

Held on 28 May 2025, the PDPA Workshop by The Right Sight (TRS) trained staff and volunteers on responsible data protection and compliance. Participants learned to identify and mitigate risks across operations and outreach. By promoting accountability and ethical stewardship, the session reinforced our duty to safeguard the privacy and trust of those we serve.

Building Capacity, Capability & Collaboration



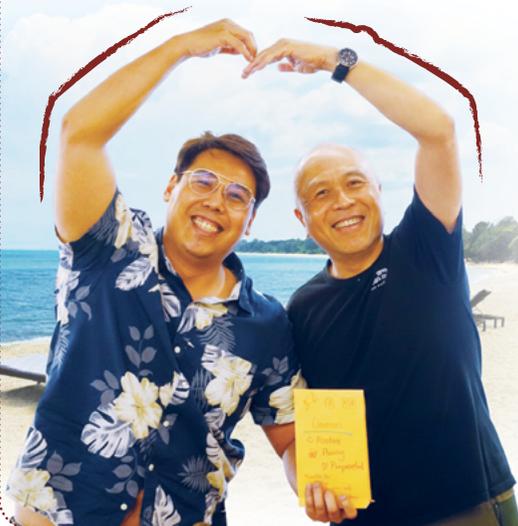
LEADERS' COUNCIL MEETINGS AND SECTOR ROUNDTABLE

Caritas Singapore continues to strengthen leadership alignment and cross-organisation collaboration through regular platforms for strategic dialogue. The October 2024 Leaders' Council Meeting brought together 63 participants to share updates, reflect on common challenges, and reinforce mission unity. In May 2025, over 60 leaders met at Canossville Children and Community Services for a Sector Roundtable focused on HR, fundraising, ESG, and more. These sessions deepen trust, spark collaboration, and keep the Caritas Family aligned in purpose and direction.



OVERSEAS LEADERS' RETREAT

From 20 to 22 June 2025, 35 leaders from 10 member organisations came together in Desaru for an Overseas Leaders' Retreat designed to renew hope, strengthen alignment, and deepen relationships across the Caritas Family. Through a balanced programme of reflection, dialogue, and fellowship, the retreat created space for leaders to reconnect with one another and with their shared mission. This time away reinforced unity and reminded all that effective collaboration grows from trust, reflection, and genuine connection.



Leaders' Council Meeting
19 Oct 2024



Building Capacity, Capability & Collaboration



HR COMMUNITY OF PRACTICE (CoP)

Launched on 12 September 2025, the HR Community of Practice gathered 15 professionals from 11 organisations to exchange insights, benchmark practices, and explore collaborative solutions to shared challenges. The open discussions sparked ideas such as Canossaville’s “Kopitiam sessions”, inspiring peers to strengthen staff camaraderie and workplace culture. The CoP will continue quarterly to support continuous learning and stronger HR practices across the Caritas Family.

The Year Ahead

Upcoming Plans for 2026: Strengthening Networks, Deepening Mission, and Catalysing Hope

As Caritas Singapore approaches its 20th anniversary, 2026 marks a pivotal year of renewal, purpose, and strengthened resolve. Guided by our mission to serve people of all races and religions through compassion, solidarity, and social impact, Caritas Singapore will continue building a more connected, resilient, and mission-aligned ecosystem of care. Our focus is to deepen collaboration across our 25 member organisations (MOs) and amplify partnerships with public, private, and community stakeholders – ensuring that every act of service is supported by strong governance, shared learning, and integrated support systems.

STRENGTHENING COLLABORATION & THE CARE ECOSYSTEM

A central priority in 2026 is reinforcing collaboration across the Caritas Family. This includes enhanced platforms for co-learning, joint programme development, and capability-building – especially in governance, safeguarding, compliance, and accountability. Communities of Practice, structured knowledge exchanges, and sector-level learning journeys will help MOs surface emerging social needs and collectively identify underserved areas requiring attention.

Caritas Singapore will also extend ecosystem partnerships, forging stronger ties with government agencies, corporates,

philanthropists, academia, and other non-profit networks. This integrated approach strengthens the social mission landscape and advances Caritas Singapore's role as a backbone organisation within the Catholic Church's social arm.

To deepen sector dialogue, Caritas Singapore will expand its thought leadership efforts through the COMPASS Series – a platform for conversations on contemporary social issues. The inaugural Caritas Singapore Symposium, themed “The Silent Struggle: Supporting Youth Through Mental Health and Addiction”, will anchor this direction, convening practitioners, researchers, clergy, policymakers, youth, and community partners to shape long-term social mission priorities.

EXPANDING REACH, COMMUNITY IMPACT & CARE FOR CREATION

Caritas Singapore will strengthen outreach across parishes, youth communities, corporates, and the wider public. A refreshed brand strategy will elevate visibility, deepen understanding of Catholic Social Teaching (CST), and spotlight the critical work of our MOs. Targeted engagement pathways will be introduced to support causes such as poverty alleviation and environmental stewardship.

Sustainability and Care for Creation will see significant expansion. Following the success of the inaugural Inter-Religious Earth Day Event in 2025, Caritas Singapore will catalyse more ground-up ecological action, strengthen interfaith collaboration, and encourage sustainable practices across parishes and the community. Joint stewardship initiatives and ecological education programmes will be scaled to nurture eco-conscious communities.

Signature events – including Walk with Caritas Family (WWCF), Dine with Me (DWM), Youth Symposium, and the Inter-Religious Earth Day Event – will continue to grow as platforms for advocacy, participation, and community-building.

Charities Week 2026 will be reframed to serve as both a fundraising cornerstone and a major volunteer recruitment engine, recognising that volunteers are essential ambassadors of our mission.

GOVERNANCE, TRUST & DIGITAL STRENGTHENING

Caritas Singapore will continue investing in governance excellence through enhanced Board and staff training, rigorous internal audits for high-risk areas, and strengthened cybersecurity and data protection systems. Efforts include deploying stronger Anti-Money Laundering (AML) and due-diligence tools and embedding risk management practices across operations. These commitments safeguard public trust and ensure that stewardship remains central to our mission.

FORMATION, CATHOLIC SOCIAL TEACHING (CST) & ACCESSIBLE LEARNING

CST will be made more relevant and accessible through digital learning, parish-based formation pathways, and curated content addressing contemporary issues. This includes helping communities interpret complex social realities through the CST lens, equipping them to respond with clarity, compassion, and moral conviction.

MOVING FORWARD WITH PURPOSE

As Caritas Singapore celebrates two decades of service, 2026 represents not just a milestone but a decisive step forward. Strengthened by collaboration, guided by mission, and anchored in love for the poor and vulnerable, Caritas Singapore remains committed to building a just, compassionate, and hope-filled Singapore – one family, one mission, one Caritas.



Board of Directors



Agnes Liew
Chairman



Reverend Monsignor Stephen Yim
Member



Sister Theresa Seow, FDCC
Member



Alan Lim
Member



Alvin Neo
Member



Francis Wan
Member



Gerard Teo
Member



Lum Hon Fye
Member



Mark Wettasinghe
Member



Martha Suen
Member



Peggy Sarah Yee
Member



Roland Yeow
Member



Susanna Lee
Member



Teo Jin Lee
Member

Board of Trustees of Agape Fund



Ronny Tan
Chairman



Agnes Liew
Member



Gerard Lee
Member



Gerard Teo
Member



Martha Suen
Member



Prof Lily Kong
Member



Ng Kee Choe
Member



Raymundo Yu
Member



Prof Tan Cheng Han
Member



Teo Swee Lian
Member



Theresa Foo
Member

The Caritas Singapore Team

Executive Management Team

Juliana Foo
Executive Director

Audrey Tung
Director, Governance & Compliance

Glendon Wee
Director, Development & Impact

Gail Ng
Head, Social Mission,
Parish & School Relations

Jared Yap
Head, Philanthropy & Partnerships

Joyce Gan
Head, PR & Marcom

Kelvin Lim
Head, Partnerships

Manolo Fetalvero
Head, Information & Technology

Susan Kho
Head, Finance



Top Row from left to right:

Gabriel Lim, Manolo Fetalvero, Michael Teng, Erwin Susanto, Glendon Wee, Daryl Seah, Jared Yap

Middle row from left to right:

Krishna Vishinpir, Chang Wei Ling, Susan Kho, Marielle Butnande Adolfo, Shirley Khng, Michelle Tan, Juliana Teo, Juliana Foo

First Row from left to right:

Karen Anne Wei, Audrey Tung, Gail Ng, Hilda Chua, Ang Shu Hui, Sabrina Teo, Joyce Gan

Not pictured: Cindy Lim, Clarissa Goh, Miguel Manuzon, Wendy Anne Lim

Governance and Statutory Information

OVERVIEW OF CHARITY AND CORPORATE GOVERNANCE

Caritas Singapore Community Council Limited (“Caritas Singapore”) was incorporated as a Company Limited by Guarantee on 13 September 2006 (UEN: 200613504D) and registered as a Charity under the Charities Act on 18 May 2007. The organisation is governed by its Constitution and a volunteer Board of Directors, and adheres to the regulations of both the Accounting and Corporate Regulatory Authority (ACRA) and the Commissioner of Charities (CoC).

To support its charitable work, Caritas Singapore established the Caritas Singapore Agape Fund (“Agape Fund”) through a Declaration of Trust on 3 November 2006 (UEN: T06CC2001K). The Agape Fund was registered as a charity on 1 December 2006 and has been granted Institution of a Public Character (IPC) status, with the current term from 1 April 2025 to 31 March 2028. It is governed by a volunteer Board of Trustees and complies with CoC regulations.

As an IPC, Caritas Singapore and the Agape Fund adhere to the Tier 2 requirements of the Code of Governance for Charities and Institutions of a Public Character. This Code provides a comprehensive framework to strengthen governance, accountability, and transparency across the sector. It is structured around six key principles that guide charities to: serve their mission effectively; ensure strong Board and management oversight; act responsibly and with integrity; plan strategically for the future; uphold accountability and transparency; and communicate proactively to foster public confidence. The guidelines are further tiered to reflect the charity’s size and operational complexity, ensuring proportional governance standards.

BOARD APPOINTMENT AND COMPOSITION

Members of the Caritas Singapore Board of Directors and the Agape Fund Board of Trustees are appointed by the Archbishop of the Catholic Archdiocese of Singapore.

During the financial year:

1. Reverend Father Ambrose Vaz, Mr Benedict Cheong, Ms Carol Pereira and Ms Jacqueline Woo stepped down from the Caritas Singapore Board of Directors on 31 December 2024
2. Mr Laurence Lien and Ms Christina Ong stepped down from the Agape Fund Board of Trustees on 31 December 2024
3. Reverend Monsignor Stephen Yim and Ms Martha Suen were appointed to the Caritas Singapore Board of Directors on 1 January 2025
4. Ms Theresa Foo and Ms Martha Suen were appointed to the Agape Fund Board of Trustees on 1 January 2025
5. Mr Ng Kee Choe stepped down from the Agape Fund Board of Trustees on 25 Feb 2025
6. Ms Teo Jin Lee was appointed to the Caritas Singapore Board of Directors on 1 April 2025

New appointments were made to ensure board continuity and a diverse range of expertise to support Caritas Singapore’s future plans and sustain the work of its Board Committees as members step down.

Mr Laurence Lien stepped down after 10 years of service, having served as Chair of the Agape Fund Board of Trustees for the past two years. Mr Ronny Tan succeeded him as Chair of the Board of Trustees on 1 January 2025.

No Director or Trustee received any remuneration or benefits for their service on the Board.

Governance and Statutory Information

BOARD COMMITTEES

Caritas Singapore is supported by 12 Board Committees, each chaired by a Director and comprising volunteers with relevant professional backgrounds. The committees are guided by Board-approved Terms of Reference and supported by staff secretariat. They make recommendations to the Board and assist in implementing organisational plans. (See pages 42-44 for details.)

MANAGEMENT AND OVERSIGHT

Caritas Singapore and the Agape Fund are led by a management team headed by an Executive Director, who is not a member of either Board. The current Executive Director, Ms Juliana Foo, was appointed on 22 May 2023.

The management team works closely with both Boards and their committees to oversee daily operations and ensure alignment with Caritas Singapore's mission as the umbrella body for organisations carrying out the Catholic Church's social mission in Singapore.

No staff member is a close family relative of any Director, Trustee, or the Executive Director. During the year, two staff members received annual remuneration between \$100,001 to \$200,000, and one staff member received annual remuneration between \$200,001 to \$300,000.

Human resource policies for staff and volunteers are approved by the Executive Committee, while the Board of Directors approves the appointment of the Executive Director.

STRATEGIC PLANNING

At the annual Board retreat held from 21-22 March 2025, the Board and Committees reviewed strategic plans to align with organisational impact and the mission of Caritas Singapore. Workplans were refined to ensure that programmes and activities are systematically tracked against measurable outcomes and organisational effectiveness. This process also identified the capacity and capability required to deliver on strategic priorities, enabling more targeted resource planning, staff development, and volunteer engagement to strengthen long-term impact.

GOVERNANCE AND ETHICS

Caritas Singapore operates in accordance with Canon Law and is guided by Catholic Social Teaching, which upholds:

- the sanctity and dignity of human life;
- the value and integrity of the human person;
- the sacredness of marriage and family; and
- the promotion of the common good, peace, and goodwill among all.

The Code of Ethics is embedded within Caritas Singapore's Code of Governance, reviewed and approved by the Board in April 2024. It defines Board and Trustee duties, responsibilities, and renewal processes.

CONFLICT OF INTEREST

All Board members and staff must declare any potential or actual conflicts of interest upon appointment and whenever circumstances change. Conflicted individuals must abstain from related discussions or decisions.

No immediate family member of a Director, Trustee, or existing staff may be employed without Executive Committee approval. All members have completed annual conflict-of-interest declarations for October 2024 to September 2025, maintained securely by the HR department.

RELATED PARTY TRANSACTIONS

Given the shared mission of Caritas Singapore member organisations within the Catholic Church, Directors or Trustees may also serve on related entities. Where relevant, they disclose and abstain from any decisions involving those entities. (See Note 24 of the Audited Financial Statements for details.)

FINANCIAL MANAGEMENT AND CONTROLS

Both Boards approve the annual budget and review updates with analysis of variances. Internal control systems are in place through a Finance and Accounting Policy Manual, ensuring proper accounting of donations and adherence to financial governance standards.

Governance and Statutory Information

Reserves are managed in line with a Board-approved investment policy, and a structured grant-making evaluation framework governs all related party grants.

Caritas Singapore also implements an Anti-Money Laundering (AML) Policy, with monthly checks since January 2024. Donors and volunteers are screened against MAS lists under the UN Act and TSOFA, with an escalation process for any suspicious findings.

RESERVES AND RESTRICTED FUNDS

Caritas Singapore maintains a Reserves Policy to ensure financial resilience and sustainability. The organisation aims to hold reserves equivalent to two years of operational expenses, reviewed regularly by the Board. (See Note 20 for Restricted and Endowment Funds.)

TOTAL FUNDS

FY2025

Reserve Ratio

Total Unrestricted Funds	A	\$30,427,752
Total Restricted Funds*	B	\$11,452,381
Total Operating Expenditure	C	\$14,433,957
Reserve Ratio (years)	A/C	2.1 years

*Restricted funds consisted of:

Caritas Agape Village Building Fund	\$9,030,663
Capacity Building Fund	\$569,176
Sinking Fund	\$1,777,542
St. Jude Fund	\$75,000

Total **\$11,452,381**

Fundraising Ratio

Total Donation	D	\$13,167,859
Cost of Generating Fund	E	\$905,311
Fundraising Ratio	E/D	6.88%

CYBERSECURITY

In response to growing digital threats, Caritas Singapore achieved the Cyber Essentials Mark certification from ISOCert on 3 September 2024. The audit covered all information technology systems – front-end and back-end – ensuring compliance with cybersecurity best practices.

DATA PRIVACY

Caritas Singapore is committed to protecting the personal data of all stakeholders in accordance with the Personal Data Protection Act (PDPA). Its Data Protection Policy outlines how personal data is collected, used, disclosed, and safeguarded across all operations.

In line with its commitment to data governance excellence, Caritas Singapore is currently undergoing the Data Protection Trustmark (DPTM) assessment administered by the Infocomm Media Development Authority (IMDA) and assessed by an IMDA-appointed certification body, ISOCert. This certification process aims to affirm Caritas Singapore’s robust data protection practices and continual improvement in maintaining stakeholders’ trust and confidence.

For any enquiries or reports of data breaches, contact the Data Protection Office at dpo@caritas-singapore.org.

WHISTLE-BLOWING

Anyone may confidentially report suspected wrongdoing, malpractice, or misconduct by any Director, staff, volunteer, vendor, or associated party via whistle-blowing@caritas-singapore.org or directly to the Chairman of the Audit Committee. Reports are handled according to a defined protocol.

PUBLIC RELATIONS AND COMMUNICATIONS

The Board of Directors ensures that all external communications – including press releases and promotional materials – are properly approved. The Chairman and Executive Director serve as official spokespersons. Donor confidentiality is respected, and no donor information is disclosed without consent.

Governance and Statutory Information

Board of Directors

Name	Appointment	Date of First Appointment	Record of Board Meetings	Background	Past Appointments
Agnes Liew	Chairman / EXCO	1 Jan 2019	5/5	Senior Accredited Director, SID, and Independent Director, Standard Chartered Bank Singapore Limited	-
Reverend Monsignor Stephen Yim	Board Member	1 Jan 2025	2/5	Vicar General, Archdiocese of Singapore, and Parish Priest, Church of Christ the King	-
Sister Theresa Seow, FDCC	Board Member	1 Jan 2023	3/5	Supervisor of the Canossian Village	-
Alan Lim	Board Member / Chair of Formation Committee	1 Jan 2017	4/5	Director & Head, Financial Infrastructure and Artificial Intelligence Office at Monetary Authority of Singapore	-
Alvin Neo	Board Member / EXCO / Chair of Communications Committee	1 Jan 2024	3/5	Chief Customer & Marketing Officer, NTUC Enterprise & FairPrice Group, and Managing Director, NTUC Link	-
Francis Wan	Board Member / Chair of Audit & Risk Committee	1 Jan 2021	4/5	Partner, PwC Singapore, Audit Committee Member, SJI International	-
Gerard Teo	Board Member / EXCO / Chair of Finance & Grants Committee / Chair of Investment Committee	1 Jan 2021	5/5	Former Co-Head, Multi-Asset Strategies at Fullerton Fund Management Company	-
Lum Hon Fye	Board Member / Chair of Care for Creation Committee	1 Jan 2021	4/5	Chairman, Bukit Batok Driving Centre	-
Mark Wettasinghe	Board Member / Chairman of IT Committee	1 Jan 2023	5/5	Board of La Salle Centre, Key Shareholder of Moolamax and Actccent	-
Martha Suen	Board Member / Chair of Programme Committee	1 Jan 2025	4/5	Chairman of CFL Lumens Trust Board of Trustees	-
Peggy Sarah Yee	Board Member	1 Jan 2019	4/5	Managing Director of PY Legal LLC	-
Roland Yeow	Board Member / Chair of Membership Committee	1 Jun 2023	4/5	Executive Director, Boys' Town	-
Susanna Lee	Board Member	1 Jun 2023	4/5	HR Director, Monetary Authority of Singapore	-
Teo Jin Lee	Board Member / Chair of Formation Committee	1 April 2025	4/5	Managing Director, ODE Consulting Pte Ltd.	-

Governance and Statutory Information

Board of Trustees

Name	Appointment	Date of First Appointment	Record of Board Meetings	Background	Past Appointments
Ronny Tan	Chairman	1 Jan 2021	2/2	Chairman, Tri-sector Associates Ltd	-
Agnes Liew	Member	1 Jan 2023	2/2	Senior Accredited Director, SID, and Independent Director, Standard Chartered Bank Singapore Limited	-
Gerard Lee	Member	1 Jan 2023	2/2	Chairman Catholic Leadership Centre, Chairman Catholic Archdiocesan Schools Singapore	Chairman Boys' Town, Chairman Catholic Junior College
Gerard Teo	Board Member / EXCO / Chair of Finance & Grants Committee / Chair of Investment Committee	1 Jan 2021	2/2	Former Co-Head, Multi-Asset Strategies at Fullerton Fund Management Company	-
Martha Suen	Member / Chair of Programme Committee	1 Jan 2025	2/2	Chairman of CFL Lumens Trust Board of Trustees	-
Prof Lily Kong	Member	1 Jan 2021	0/2	President, Singapore Management University (SMU), and Lee Kong Chian Chair Professor of Social Sciences	-
Ng Kee Choe	Member (Stepped down wef 31 Mar 2025)	1 Jan 2019	1/1	Deputy Chairman of PIL Ltd	Chairman Capitaland Ltd
Raymundo Yu	Member	1 Jan 2018	0/2	Chairman, Asia Pacific, Banc Julius Baer	-
Prof Tan Cheng Han	Member	1 Jan 2013	1/2	Professor of Law and Chief Strategy Officer, National University of Singapore Faculty of Law; Chairman of Caritas	Board Director of several Singapore companies
Teo Swee Lian	Member	1 Jan 2019	1/2	Chairman, Singapore Post, and Chairman, CapitaLand Integrated Commercial Trust Management Limited, Non-Executive Director on the Board of HSBC Holdings PLC	-
Theresa Foo	Member	1 Jan 2025	1/2	Pro-Chancellor of the National University of Singapore, and Founding Chairman of Singapore Business Federation Foundation	Former Caritas Director and Fundraising Chairman

Governance and Statutory Information

Board Committees

Audit & Risk Committee

Provides oversight on the preparation of financial statements, risk management and internal controls, and audit.

Chairman:
Francis Wan

Members:
Nathalie Leung
Toh Yew Kuan Jeremy

Care for Creation (C4C) Committee

To develop a C4C network among member organisations, parishes, and Caritas Singapore, enhancing collaboration and idea exchange to better serve the community.

Chairman:
Lum Hon Fye

Members:
Bernadette Ng
Dr Maxine Mowe
Dr Shawn Lum
Eve Ong
Father Glenn de Cruz
Jaime Ng
Joseph Teo
Michael Leong

Communications Committee

Recommends and reviews communication strategies, policies, practices.

Chairman:
Alvin Neo

Member:
Timothy Hou

Executive Committee

Oversees the implementation of strategy and policies and governance standards, and reviews and approves the organisational structure, HR strategy and remuneration and the appointment and performance appraisal of the Executive Director.

Chairman:
Agnes Liew

Members:
Alvin Neo
Gerard Teo
Mark Wettasinghe

Finance & Grants Committee

Provides oversight on financial management and reviews grant applications from member organisations based on recommendations from the Programme Committee.

Chairman:
Gerard Teo

Members:
Chan Beng Seng
Julie Wong
Lilian Lee
Yong Char Kar

Formation Committee

To deepen awareness and application of Catholic Social Teaching (CST) among Catholics in Singapore as well as enable all in the Caritas Singapore Family to understand and live it in their own context.

Chairman:
Teo Jin Lee

Members:
Anthony Soo
Clare Chua
Daphne Leong
Goh Han Sern
Keenan Tan

Fundraising Committee

Identifies and develops fundraising initiatives

Chairman:
Agnes Liew

Members:
Alvin Neo
Gerard Teo
Mark Wettasinghe

Investment Committee

Recommends and reviews the investment guidelines, and recommends and oversees the performance of external fund managers.

Chairman:
Gerard Teo

Members:
Jeffrey Tan
Joachim Toh

IT Committee

Develops digital strategies, policies and plans to safeguard the robustness and security of the IT systems and infrastructure.

Chairman:
Mark Wettasinghe

Members:
Ian Loe
Philip Yeap
Wang Wei-Lung

Membership Committee

Promotes and grows the membership, develops and reviews the membership criteria and policies, provides support and a collaborative network community for member organisations, and provides feedback from member organisations to the Board of Directors.

Chairman:
Dr Roland Yeow

Members:
Daisy Yao
Damien Ooi
Peggy Yee
Yeo How Ngee

Programme Committee

Provides recommendation to the Board of Directors and Finance and Grants Committee on matters relating to new or existing programmes by member organisations.

Chairman:
Martha Suen

Members:
Antony Lee
Damien Ooi
Daniel Sy
Gerard Teo
Nicholas Netto

Volunteer Management Committee

Chairman:
Mark Wettasinghe

Members:
Irene Loi
Roland Yeow
Susanna Lee

Governance Evaluation Checklist

SN	Description	Code ID	Management Response	Explanation
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	Caritas Singapore’s charitable purposes including the charity’s governing instrument objectives are available on its website.
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	Strategic plans to achieve the stated charitable purposes are developed at the Annual Board Strategic Retreat.
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	The Annual Board Strategic Retreat reviews and aligns Caritas Singapore’s plans across its Board committees.
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	A post-Annual Board Strategic Retreat implementation plan is documented.
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	-
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	New Board and Staff undergo an induction. Annual performance review done via performance appraisal and Board effectiveness survey.
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, Fundraising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes	There are 14 Board Committees with annually approved Terms of Reference including EXCO, Audit, Finance, Investment, Programmes and Fundraising.

Governance Evaluation Checklist

SN	Description	Code ID	Management Response	Explanation
Principle 2: The charity has an effective Board and Management. (cont.)				
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	-
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	Board members submit themselves for reappointment annually, with a 10-year term limit for each member.
10	<p>Develop proper processes for leadership renewal. This includes establishing a term 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 oversees 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 reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.</p> <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>	2.6	Yes	The Chairman of the Finance Committee was appointed on 1 January 2023.
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, 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	The Board comprises no staff members
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 Board’s decision-making.</p>	2.8	Yes	-

Governance Evaluation Checklist

SN	Description	Code ID	Management Response	Explanation
Principle 2: The charity has an effective Board and Management. (cont.)				
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 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>	2.9a 2.9b 2.9c	Yes	All governing Board Members are nominated and re-appointed annually.
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 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>	2.9d	Yes	The Chairman of the Finance Committee was appointed on 1 January 2023.
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	-
16	<p>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.</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>	3.2	Yes	There is a Board approved Conflict of Interest Policy and Procedure.

Governance Evaluation Checklist

SN	Description	Code ID	Management Response	Explanation
Principle 3: The charity acts responsibly, fairly and with integrity. (cont.)				
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	Board members do not receive any remuneration.
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	The remuneration of the staff is approved by the EXCO.
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	There is a Board approved Code of Governance.
20	Take into consideration ESG factors when conducting the charity's activities.	3.5	Yes	Caritas Singapore has published an ESG report to guide the conduct of its activities.
Principle 4: The charity is well-managed and plans for the future.				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>	4.1a	Yes	Board approved the annual budget for the charity's plans and reviews and monitors its income and expenditures on a quarterly basis.
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes	There is a Board approved Finance Manual and Procurement Standard Operating Procedures covering policies and procedures governing revenue and receipting, procurement and payment and approval limits.
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	-
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	The Audit & Risk Committee reviews the charity's key risks annually.

Governance Evaluation Checklist

SN	Description	Code ID	Management Response	Explanation
Principle 4: The charity is well-managed and plans for the future. (cont.)				
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 fundraising and data protection.	4.4	Yes	Caritas Singapore has policies on these areas, with specified review periods.
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	The Audit & Risk Committee reviews the internal controls and processes annually.
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	Caritas Singapore has published an impact report to measure the impact of its activities.
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	-
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	Board members do not receive any remuneration.
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	The number of Board meetings and each member's attendance is declared in Caritas Singapore's annual report.

Governance Evaluation Checklist

SN	Description	Code ID	Management Response	Explanation
Principle 5: The charity is accountable and transparent. (cont.)				
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	-
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	-
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	-
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	The quorum is stated in Caritas Singapore'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	Caritas Singapore has a Board approved whistle-blowing policy.
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	Caritas Singapore has engagement platforms and events for its various stakeholders.
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	-
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	There is a Board approved Communications policy.

Registered Address

7A Lor 8 Toa Payoh
#04-01 Caritas Agape Village
Singapore 319264

Banker

DBS Bank Ltd
12 Marina Boulevard
DBS Asia Central
Marina Bay Financial Centre Tower 3
Singapore 018982

Auditor

Ernst & Young LLP
One Raffles Quay North Tower, Level 18
Singapore 048583

Corporate Secretary

Genesis Law Corporation
1 Coleman Street #07-02
The Adelphi
Singapore 179803

Investment Advisor

BNP Paribas Singapore (Wealth Management)
10 Collyer Quay #33-00
Ocean Financial Centre
Singapore 049315



