

ANNUAL REPORT 2025- 2026



城隍ShengHong SOCIETY OF
慈善基金会 WELFARE SERVICES



CONTENT

President's Message	3
Secretary's Message	4
CEO's Message	5
About Us	6
Our Services	7-15
Management Committee	16-30
Governance	31
Organisational Structure	32
Highlights	33-36
Infant and Childcare	37-38
Student Care Centre	39-41
Family Service Centre	42-45
Elder Care	46
Volunteer	47
Community Partners	48
Donor Acknowledgements	49
Contact Us	

PRESIDENT'S MESSAGE

It is with great pride and deep gratitude that I present this year's annual report for the Society of Sheng Hong Welfare Services.

This past year brought both challenges and triumphs. Thanks to the dedication of our staff, the generosity of our donors and partners, and the resilience of the communities we serve, we have continued to uplift the less fortunate and empower individuals and families in need.

We remain committed to serving across all stages of life—children in our childcare centres, youth in our student care programmes, families at our Family Service Centre, and seniors through our rehabilitative, daycare, and active ageing services.

I extend my heartfelt thanks to our Board, volunteers, and partners for their wisdom and sacrifice. Together, we will continue building a more inclusive and compassionate society.

Thank you for walking this journey with us.



Mr Adrian Long
President

Society of Sheng Hong Welfare Services

SECRETARY'S MESSAGE

On behalf of the Board, it is my privilege to present the annual report for the Society of Sheng Hong Welfare Services.

Behind the meaningful impact achieved this past year lies our unwavering commitment to strong governance, accountability, and prudent financial stewardship. The Board continues to work diligently alongside management to ensure that our resources are deployed effectively and that our operations maintain the highest standards of integrity.

My heartfelt thanks go to my fellow Board members for their strategic foresight, and to our staff, donors and partners for their trust and collaboration. Together, we will ensure that Sheng Hong remains a resilient and trusted anchor for those in need.



Mr Tan Thiam Lye BBM(L)
Secretary
Society of Sheng Hong Welfare Services

CEO'S MESSAGE

As I reflect on the past year, I am proud of what we have achieved together as an organisation.

Every day, our staff and volunteers continue to make a difference in the lives of the people we serve. Whether it is caring for young children, supporting students, walking alongside families through difficult times or helping seniors remain active and connected, their dedication is what keeps our mission moving forward.

The year was not without its challenges. Yet, through teamwork, resilience and a shared sense of purpose, we remained focused on serving our community to the best of our ability.

I would like to thank our staff, volunteers, donors and community partners for their trust, support and hard work. Their contributions, often made quietly and without recognition, have helped many individuals and families find the support they need.

As we look ahead, our commitment remains unchanged. We will continue to strengthen our services, respond to emerging needs and work closely with our partners to build a caring and inclusive community.

On behalf of the Board and management, thank you for your confidence in Sheng Hong. We are grateful for your support and look forward to continuing this journey together.



Mr Andrew Ang
Chief Executive Officer
Society of Sheng Hong Welfare Services

ABOUT US

The Society of Sheng Hong Welfare Services (SSHWS) is the welfare arm of the Lorong Koo Chye Sheng Hong Temple Association. Society of Sheng Hong Welfare Services achieved Institution of Public Character (IPC) status on 3 November 2000.

UNIQUE ENTITY NUMBER (UEN)

T00SS0066C

REGISTERED ADDRESS

15 Arumugam Road, Singapore 409960

BANKERS

DBS Bank Ltd

Oversea-Chinese Banking Corporation Limited (OCBC)

Maybank Singapore Limited

Hong Leong Finance Limited

Bank of China

CORE VALUES

- We empathise with sincerity and depth
- We give with kindness and compassion
- We speak with honesty and clarity
- We carry out our duties with diligence and care
- We act with wisdom, responding to what is needed, when it is needed

VISION

SSHWS strives to become a leading Taoist operated charity in ASEAN.

MISSION

SSHWS aims to provide assistance, welfare and relief, financial or otherwise to all people, without discrimination as to race, languages, creed or religion, to promote education, and to foster friendship & community cohesion.



OUR SERVICES



SSHWS provides services that support individuals across all age groups, addressing a wide range of needs. We are committed to walking alongside every stage of your life's journey.

Childcare Centre

- Infant Care (2 to 18 mths)
- Playgroup and Nursery (19 mths to 4yrs+)
- Preschool (19 mths to 6yrs+)

Student Care Centre

- School going children between the ages 7 - 14

Family Service Centre

- Families and individuals who require support to navigate challenges

Active Ageing Centre @ Care

- Active Ageing Programmes
- Day Rehabilitation
- Daycare Centre
- Dementia Daycare Centre

MANAGEMENT COMMITTEE (2023-2025)

For the period of 1 Apr 2025 to 20 Aug 2025



Name	Current Appointment	Occupation	First Appointment
Mr Long Say Keng, Adrian	President (Appointed 20 Aug 2025)	General Manager, V3 Teletech Pte Ltd	Sep 1, 2009
Mr Tan Eng Wat	1st Vice President (Appointed 22 Aug 2023)	Manager, Guan Soon Hardware Pte Ltd	2003
Mr Ong Kuan BBM	Vice President (Appointed 22 Aug 2023)	Managing Director, Soon San Trading Services	2007
Mr Siew Kian Nam	Vice President (Appointed 22 Aug 2023)	Managing Director, Tat Seng Machine Movers Pte Ltd	Sep 1, 2009
Mr Tan Thiam Lye BBM (L)	Secretary (Appointed 2003)	Managing Director, Koo Chye Ba Sheng Hong Temple San Qing Gong Pte Ltd	2003
Mr Tan Ee Tiong BBM	Assistant Secretary (Appointed 31 Aug 2021)	General Manager of SLF Construction	Aug 31, 2021
Ms Tan Ching Ching	Treasurer (Appointed 22 Aug 2023)	Vice President (Benefits Consultant), Bank of America	Aug 22, 2023

MANAGEMENT COMMITTEE (2023-2025)

For the period of 1 Apr 2025 to 20 Aug 2025



Name	Appointment	Occupation	First Appointment
Ms Amanda Tan Sian Lin	Assistant Treasurer (Appointed 22 Aug 2023)	Executive Officer	Aug 22, 2023
Mr Tan Kim Wee	Committee Member (Appointed 22 Aug 2023)	Director, T-Connection Sales & Promotional Aids Pte. Ltd	Aug 22, 2023
Mr Tan Bok Soon	Committee Member (Appointed 2005)	Transport Service Provider	2005
Ms Goh Geok Choo	Committee Member (Appointed 1 Sep 2013)	Administrator	Sep 1, 2013
Ms Ong Aii Ley	Committee Member (Appointed 1 Sep 2009)	General Manager	Sep 1, 2009
Mr Stephen Yeo Kok Liang	Committee Member (Appointed 21 May 2024)	Service Advisor	May 21, 2024
Mr Ng Wei Hao (Wu Weihao)	Committee Member (Appointed 23 Jun 2023)	Government Official - SAF Regular	Jun 25, 2023

MEETING ATTENDANCE (2023-2025)

For the period of 1 Apr 2025 to 20 Aug 2025



Name	Appointment	Attendance	Percentage
Mr Long Say Keng, Adrian	President	3 of 3	100%
Mr Tan Eng Wat	1st Vice President	0 of 3	0%
Mr Ong Kuan BBM	Vice President	2 of 3	66.67%
Mr Siew Kian Nam	Vice President	2 of 3	66.67%
Mr Tan Thiam Lye BBM (L)	Secretary	3 of 3	100%
Mr Tan Ee Tiong BBM	Assistant Secretary	2 of 3	66.67%
Ms Tan Ching Ching	Treasurer	3 of 3	100%

MEETING ATTENDANCE (2023-2025)

For the period of 1 Apr 2025 to 20 Aug 2025



Name	Appointment	Attendance	Percentage
Ms Amanda Tan Sian Lin	Assistant Treasurer	2 of 3	66.67%
Mr Tan Kim Wee	Committee Member	2 of 3	66.67%
Mr Tan Bok Soon	Committee Member	2 of 3	66.67%
Ms Goh Geok Choo	Committee Member	2 of 3	66.67%
Ms Ong Aii Ley	Committee Member	3 of 3	100%
Mr Stephen Yeo Kok Liang	Committee Member	2 of 3	66.70%
Mr Ng Wei Hao (Wu Weihao)	Committee Member	0 of 3	0%

MANAGEMENT COMMITTEE (2025-2027)

For the period of 20 Aug 2025 to 31 Mar 2026



Name	Current Appointment	Occupation	First Appointment
Mr Long Say Keng, Adrian	President (Appointed 20 Aug 2025)	General Manager, V3 Teletech Pte Ltd	Sep 1, 2009
Mr Tan Chee Wee, Aaron PBM	1st Vice President (Appointed 20 Aug 2025)	Manager, Guan Soon Hardware Pte Ltd	Aug 20, 2025
Mr Ong Kuan BBM	Vice President (Appointed 22 Aug 2023)	Managing Director, Soon San Trading Services	2007
Mr Siew Kian Nam	Vice President (Appointed 22 Aug 2023)	Managing Director, Tat Seng Machine Movers Pte Ltd	Sep 1, 2009
Mr Tan Thiam Lye BBM (L)	Secretary (Appointed 2003)	Managing Director, Koo Chye Ba Sheng Hong Temple San Qing Gong Pte Ltd	2003
Mr Tan Ee Tiong BBM	Assistant Secretary (Appointed 31 Aug 2021)	General Manager of SLF Construction	Aug 31, 2021
Ms Tan Ching Ching	Treasurer (Appointed 22 Aug 2023)	Vice President (Benefits Consultant), Bank of America	Aug 22, 2023

MANAGEMENT COMMITTEE (2025-2027)

For the period of 20 Aug 2025 to 31 Mar 2026



Name	Appointment	Occupation	First Appointment
Ms Amanda Tan Sian Lin	Assistant Treasurer (Appointed 22 Aug 2023)	Executive Officer	Aug 22, 2023
Mr Tan Kim Wee	Committee Member (Appointed 22 Aug 2023)	Director, T-Connection Sales & Promotional Aids Pte. Ltd	Aug 22, 2023
Mr Tan Bok Soon	Committee Member (Appointed 2005)	Transport Service Provider	2005
Ms Goh Geok Choo	Committee Member (Appointed 1 Sep 2013)	Administrator	Sep 1, 2013
Ms Ong Aii Ley	Committee Member (Appointed 1 Sep 2009)	General Manager	Sep 1, 2009
Mr Stephen Yeo Kok Liang	Committee Member (Appointed 21 May 2024)	Service Advisor	May 21, 2024
Mr Ong Hong Yi Andy	Committee Member (Appointed 20 Aug 2025)	Civil Servant	Aug 20, 2025

MEETING ATTENDANCE (2025-2027)

For the period of 20 Aug 2025 to 31 Mar 2026



Name	Current Appointment	Attendance	Percentage
Mr Long Say Keng, Adrian	President	3 of 3	100%
Mr Tan Chee Wee, Aaron PBM	1st Vice President	2 of 3	66.67%
Mr Ong Kuan BBM	Vice President	2 of 3	66.67%
Mr Siew Kian Nam	Vice President	1 of 3	33.33%
Mr Tan Thiam Lye BBM (L)	Secretary	2 of 3	66.67%
Mr Tan Ee Tiong BBM	Assistant Secretary	2 of 3	66.67%
Ms Tan Ching Ching	Treasurer	3 of 3	100%

MEETING ATTENDANCE (2025-2027)

For the period of 20 Aug 2025 to 31 Mar 2026



Name	Appointment	Attendance	Percentage
Ms Amanda Tan Sian Lin	Assistant Treasurer	2 of 3	66.67%
Mr Tan Kim Wee	Committee Member	1 of 3	33.33%
Mr Tan Bok Soon	Committee Member	2 of 3	66.67%
Ms Goh Geok Choo	Committee Member	3 of 3	100.00%
Ms Ong Aii Ley	Committee Member	3 of 3	100%
Mr Stephen Yeo Kok Liang	Committee Member	1 of 3	33.33%
Mr Ong Hong Yi Andy	Committee Member	0 of 3	0%

GOVERNANCE

The Society of Sheng Hong Welfare Services (SSHWS) is governed by a Management Committee whose members are elected according to the governing instrument, the Constitution. SSHWS was established with clear vision and mission objectives, which align with the governing document, the Constitution, which was last revised in October 2005.

ROLE OF MANAGEMENT COMMITTEE AS A GOVERNING BOARD

The Management Committee provides strategic direction and oversight of all programmes and services under SSHWS. It steers the charity towards fulfilling its vision and mission through good governance.

As part of its role, the following matters require the Management Committee's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve quarterly financial statements;
- Regularly monitor the progress of SSHWS's programmes.



TERM LIMIT OF MANAGEMENT COMMITTEE

All office-bearers, except the Treasurer and Assistant Treasurer, may be re-elected to the same or related post for a consecutive term of service. The term of office of the Committee is two years. Some of the governing board members who have been serving on the board for more than 10 consecutive years are also the founding pioneers of the charity. They remain actively involved on the board to personally guide SSHWS's ongoing progress and growth, safeguarding the fulfilment of their original vision for the organisation.

Any member of the Committee absenting himself from three meetings consecutively without satisfactory explanations shall be deemed to have withdrawn from the Committee and a successor may be co-opted by the Committee to service until the next Annual General Meeting.



GOVERNANCE

DISCLOSURE OF REMUNERATION & BENEFITS RECEIVED BY MANAGEMENT COMMITTEE MEMBERS

All Committee Members of SSHWS serve on a voluntary basis and receive no remuneration in any form in the financial year.

There is also no paid staff who is a close family member of the Executive Head or a governing board member.

RESOURCE MANAGEMENT

SSHWS has in place documented human resource policies and procedures to manage and reward its employees.

SSHWS has established adequate internal control policy and procedures, including financial, operational and compliance controls, to ensure accountable and legitimate deployment and management of its resources.



GOVERNANCE

RESERVES POLICY

To ensure long-term financial sustainability and the provision of its core activities, SSHWS has adopted the recommendations from NCSS to retain reserves. SSHWS anticipates that all its Centres and programmes will run at a deficit. From time to time, the Management Committee of SSHWS will seek funding support from its principal sponsor, the Lorong Koo Chye Sheng Hong Temple Association and its affiliates, to have enough cash flow to sustain its operations.

PUBLIC COMMUNICATION

SSHWS maintains its integrity and transparency of serving for public trust and community good. SSHWS provides both financial and non-financial information on regular basis to the public about its mission, structure, programmes, activities, performance and finances through its publicity materials, letters to stakeholders, annual reports, Charity Portal, its corporate website and other online platforms such as Facebook and Instagram.



CONFLICT OF INTEREST

The members of the Management Committee strive to act in the best interest of SSHWS. There are clear policies and procedures to declare, prevent and address conflict of interest. All key staff and committee members are required to declare potential conflicts of interest and abstain from decision-making when such situations of conflict arise.

DISCLOSURE OF REMUNERATION OF STAFF

Disclosure of remuneration of the three highest-paid staff, each receiving more than \$100,000, presented in bands of \$100,000 for FY2025/2026.

Remuneration Band	FY2025/2026
100,000	1



GOVERNANCE

RELATED ENTITIES

Lorong Koo Chye Sheng Hong Temple Association
15 Arumugam Road
Singapore 409960

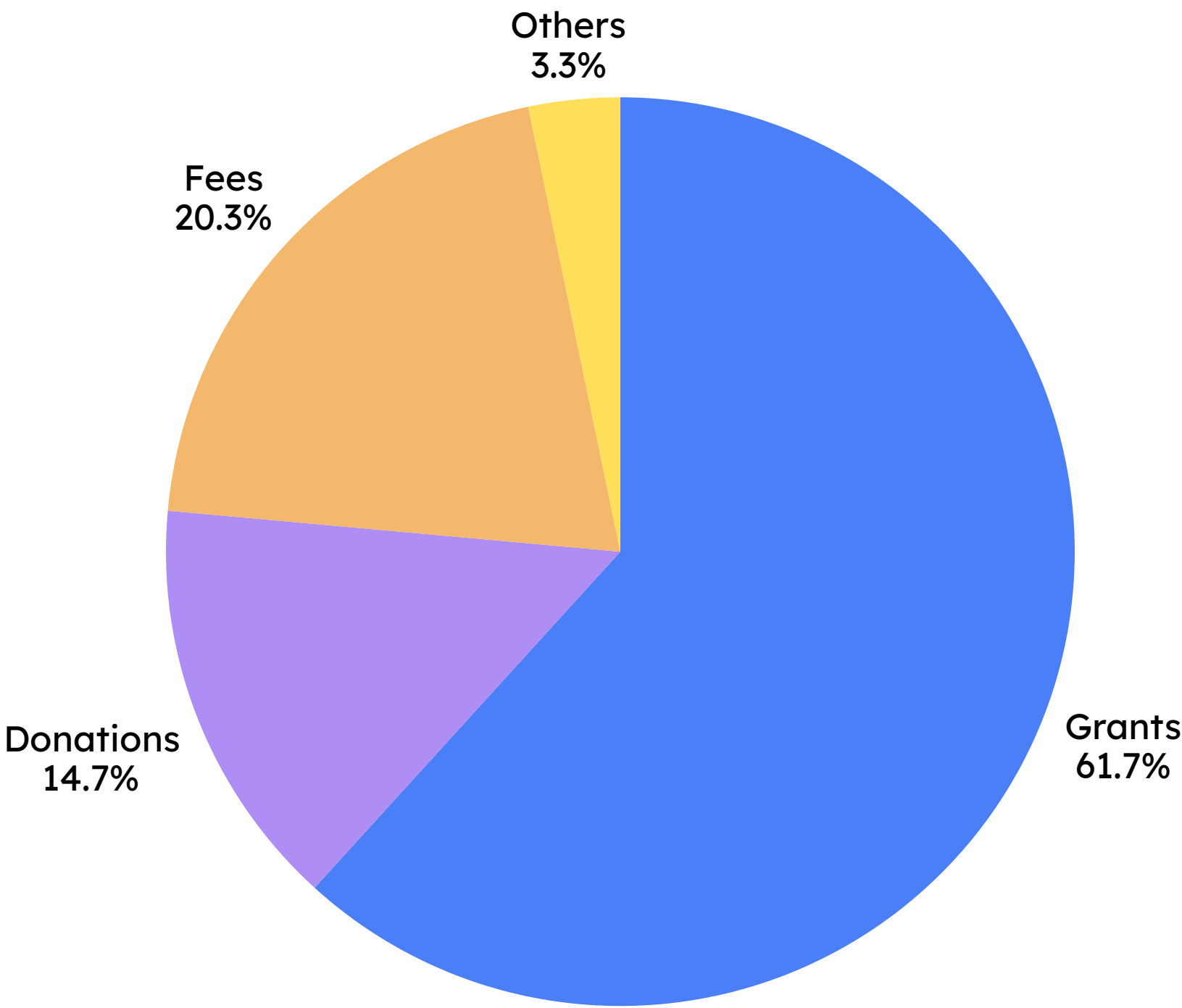
Koo Chye Ba Sheng Hong Temple San Qing Gong Pte Ltd
21 Bedok North Avenue 4
Singapore 489948

San Qing Gong Management Pte Ltd
21 Bedok North Avenue 4
Singapore 489948

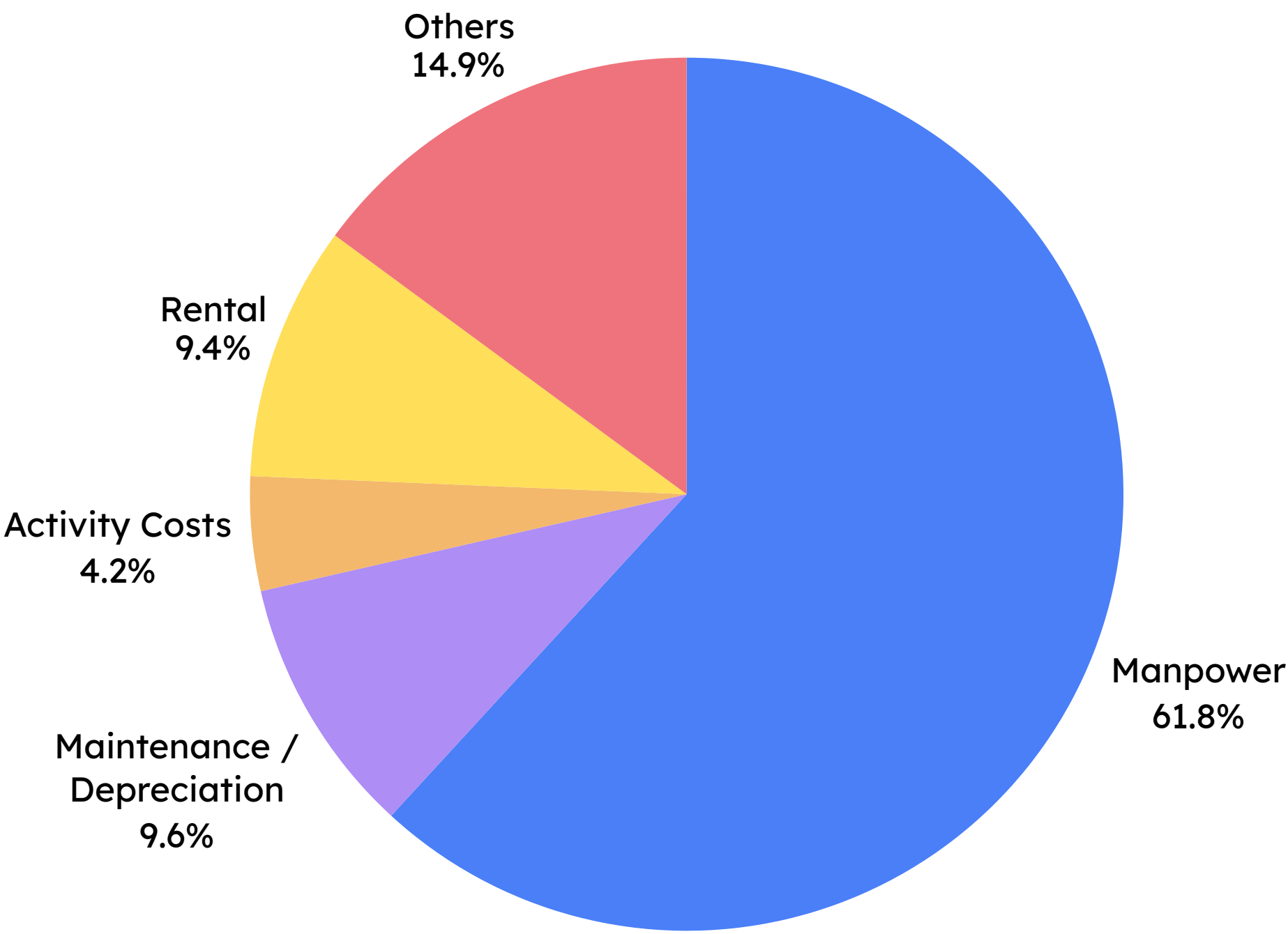
Punggol Tu Di Gong Temple
10 Northshore Drive
Singapore 829974



SUMMARY ON FINANCIAL PERFORMANCE FY25/26



Total Income: \$6,447,560



Total Expenditure: \$5,959,617

OUR IMPACT

In FY25/26, our centres engaged an average of **632** beneficiaries every month.

ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

At SSHWS, we are committed to integrating Environmental, Social, and Governance (ESG) principles into every aspect of our operations. Recognizing the importance of sustainable practices, we are consciously taking active steps to drive positive change across the organization.

The relevance of ESG has been actively promoted through staff dialogues and through activities with our beneficiaries.

ENVIRONMENTAL

- Reduce use of paper
 - We are progressively transitioning away from physical records and paper prints. Key digital initiatives include adopting digital business cards, publishing e-annual reports, and fully digitizing the flexi-benefits claim process.
- Reduce the use of disposables
 - To reduce single-use plastic, we replaced bottled water at our Family Service Centre with a water dispenser, encouraging clients and visitors to refill their own bottles.
- Repurpose
 - We actively engage our beneficiaries in hands-on activities that demonstrate how everyday materials can be repurposed and given new life.



Governance Evaluation Checklist (Tier 2)				
S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	2
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	2

Governance Evaluation Checklist (Tier 2)				
S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	2

Governance Evaluation Checklist (Tier 2)				
S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	2
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9 b	2.9d	Yes	2
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	2

Governance Evaluation Checklist (Tier 2)				
S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
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
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	2
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	2

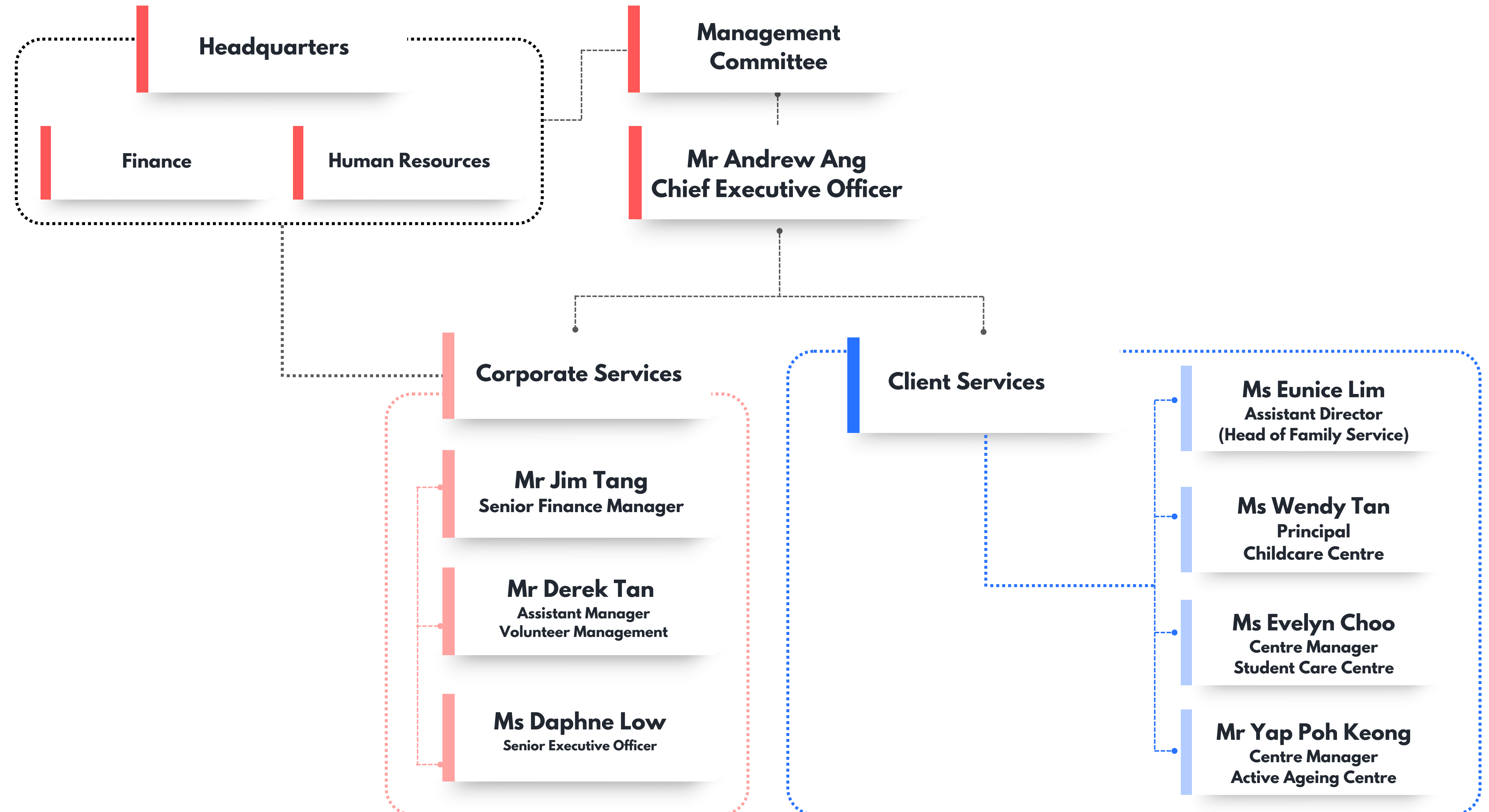
Governance Evaluation Checklist (Tier 2)				
S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	2
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	2
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

Governance Evaluation Checklist (Tier 2)				
S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6	Yes	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.7	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.8	Yes	2

Governance Evaluation Checklist (Tier 2)

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity’s stakeholders and the public (For example, focus on the charity’s branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	2
37	Listen to the views of the charity’s stakeholders and the public and respond constructively.	6.2	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	2

ORGANISATION STRUCTURE & KEY PERSONNEL



HIGHLIGHTS FOR 25/26



INFANT AND CHILDCARE

Throughout the year, our centre actively created meaningful opportunities for parents to participate in their child's learning journey, reflecting our firm belief that a strong home-school partnership is vital to holistic development. By bridging the classroom with the family, these initiatives fostered a vibrant community where educators and parents walk hand-in-hand to support our children's growth.

Our collaborative spirit shone through key events, including an immersive Lunar New Year cultural excursion to Chinatown where families explored local heritage together. Additionally, our “Bond with your Child” days provided a proud platform for children to present their projects directly to their parents, boosting their confidence and communication skills. The celebrations ended meaningfully as children gifted handmade crafts to their parents before sharing a meal together.



INFANT AND CHILDCARE

Our Infant Care curriculum prioritises emotional security, responsive caregiving, and sensory discovery. Recognising that early brain development is driven by safe and warm relationships, our primary caregivers establish consistent routines that build deep trust and emotional stability.

Daily activities are purposefully designed to stimulate motor and cognitive development through tactile play, tummy time, and specialized spatial movement.

Language acquisition is fostered from day one through rich verbal exposure, gentle face-to-face interactions, nursery rhymes, and early vocalisation reinforcement.



INFANT AND CHILDCARE

Our Playgroup and Nursery curriculum focuses on nurturing independence, active sensory exploration, and foundational social-emotional growth. Recognizing that young children learn best through active discovery and play, our educators create a warm, engaging environment that builds self-confidence and eases the transition into structured learning.

Daily activities are purposefully designed to refine motor, cognitive, and creative skills through hands-on tactile materials, spatial play, guided art, rhythm and movement, and early scientific inquiry.

Language acquisition and bilingual confidence are actively fostered through interactive storytelling, daily rhymes, phonological awareness, and rich opportunities for verbal expression in both English and Mother Tongue.



INFANT AND CHILDCARE

Our Pre-school curriculum is designed to foster holistic development across cognitive, physical, creative, and social-emotional domains, ensuring children build a strong foundation for lifelong learning.

Grounded in character building, our core values of Respect, Integrity, Sharing, and Empathy (RISE) are thoughtfully integrated into daily routines, guided play, and collaborative activities. By learning through active discovery, hands-on exploration, and interactive bilingual experiences, children build self-confidence, curiosity, and resilience.

Through this blend of joyful learning and values-driven guidance, we empower children to RISE to their fullest potential—growing into compassionate, confident, and eager lifelong learners.



STUDENT CARE

Our student care programmes are designed with a holistic approach, focusing on the comprehensive development of every child. We emphasize children's growth across all domains—Physical, Intellectual, Emotional, and Social –while also nurturing their academic progress, behavioural skills, and independence. This aligns with the MOE's holistic education framework, which advocates for developing the whole child to equip them with the skills and resilience needed for lifelong learning and success.



Our centre incorporates the online English programme Gain, which is based on the well-known Reading Eggs platform, to enrich children's language learning experience. This programme engages children in a fun, interactive way by combining games, songs, and activities that develop essential reading and literacy skills. Designed to cater to young learners up to around 13 years old, Gain helps build vocabulary, phonics, comprehension, and confidence in English, making learning enjoyable and effective beyond the traditional classroom setting. In addition, we conduct an English Club where children receive focused lessons on grammar and language structure. This club also encourages the development of creative writing skills, helping students to express themselves more confidently and imaginatively in English.



STUDENT CARE



Our annual year-end party is a much-anticipated event where children showcase their talents through dance, songs, musical instruments, and even magic shows. This celebration is vital for their development as it fosters confidence, creativity, and public speaking skills in a joyful and supportive environment. By performing in front of their peers and parents, children build self-esteem and learn the value of teamwork and practice, making the event not just a festive conclusion to the year but also an enriching developmental experience.

Field trips are more than just fun outings—they are valuable learning experiences that support a child's overall growth and development. By exploring new places and engaging in hands-on activities, children develop curiosity, confidence, and a deeper understanding of the world around them. These experiences help strengthen critical thinking, problem-solving, and communication skills in ways that cannot always be achieved in a classroom setting. Field trips also encourage independence and adaptability as children navigate new environments and situations. Through shared experiences with their peers, they build social skills, teamwork, and lasting memories that contribute to their personal growth.



FAMILY SERVICES CASEWORK

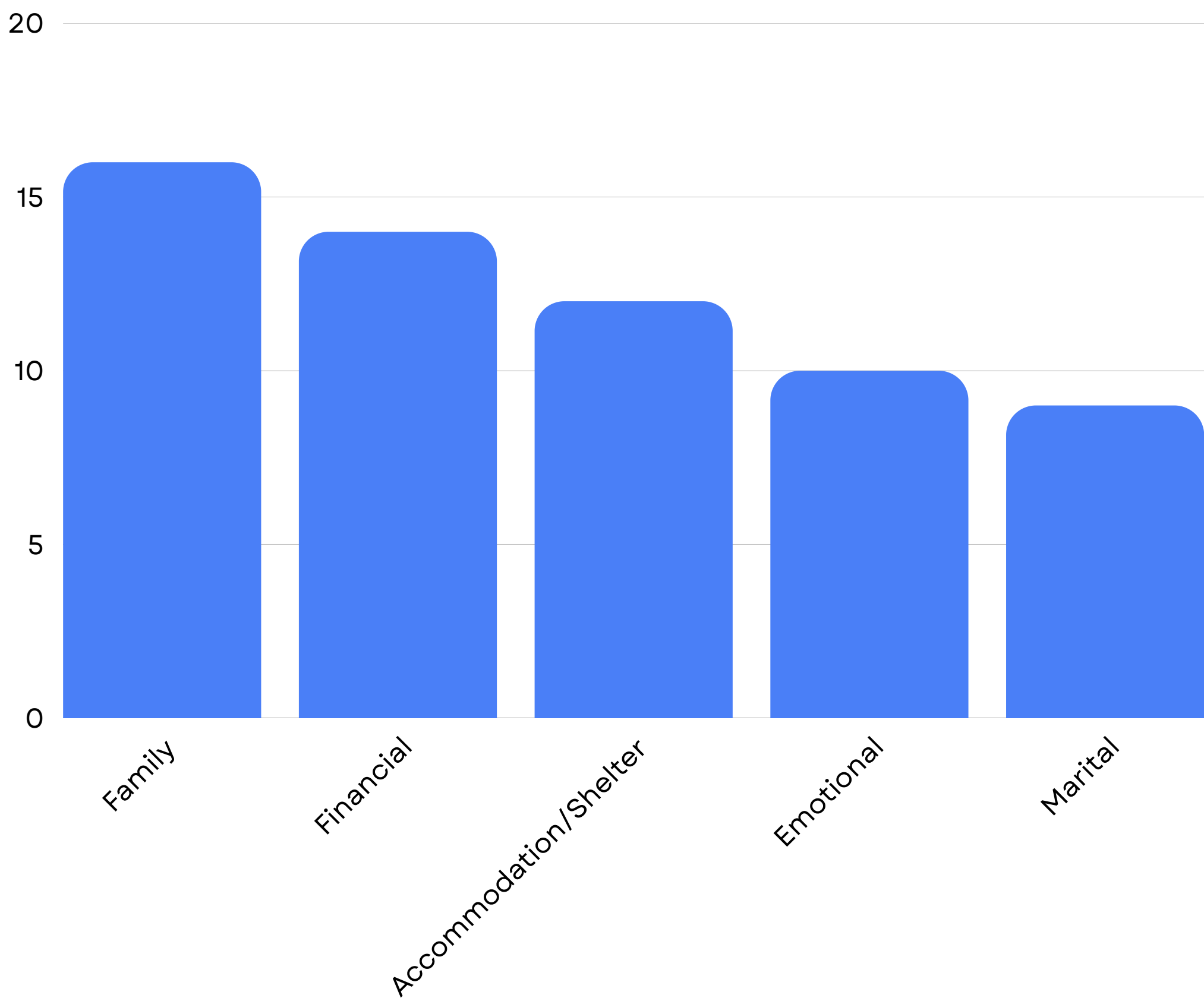
This year, we observed an increasing complexity in the needs of the families we serve, with many facing multiple and interconnected challenges such as financial difficulties, parenting concerns and marital distress.

Family issues, financial concerns, and accommodation needs emerged as the top three presenting issues during the year. Families experiencing family violence often faced a combination of these challenges, underscoring the need for coordinated, multi-faceted support to promote safety, stability, and long-term resilience.

Our social workers and counsellors remained committed to supporting clients as they support clients to navigate these circumstances, providing holistic and client-centered interventions tailored to their unique situations.

Average monthly cases	Total no. of new cases	Total no. of closed cases	Total no. of sessions	Total no. of enquiries
324	241	115	2228	408

Top 5 Presenting Issues seen at enquiry stage (%)



FAMILY SERVICES GROUPWORK

The Resilience Building Workshop was designed to support participants experiencing interpersonal challenges and difficulties with resilience and coping within their relationships. It aimed to strengthen participants' interpersonal effectiveness by equipping them with practical communication techniques that foster healthier and more constructive relationships. In addition, the workshop encouraged greater self-awareness by helping participants to reflect on the choices they make, recognise the impact of these choices on themselves and others, and develop more intentional approaches to navigating relationships.



Participant attendance remained relatively stable throughout the programme, reflecting sustained engagement across the sessions. Post-programmed feedback indicated positive outcomes, with 86.7% of participants reporting that they had benefited from the workshop. The feedback suggested that the participants found the programme valuable in enhancing their communication skills, increasing self-awareness, and building greater confidence in managing interpersonal relationships.

FAMILY SERVICES COMMUNITY WORK

During the year, we successfully completed engagements with 10 existing partners and established 6 new partnerships, further strengthening our network of collaborations. Efforts were focused on renewing and deepening relationships with community partners to enhance coordinated support for clients. We also strengthened our knowledge of available ground resources, enabling us to make more effective referrals and connect clients with appropriate services. In addition, outreach was completed at three blocks in Blk 174 with the objective of understanding residents' needs and providing timely support and interventions where required. These efforts contributed to a stronger community engagement and improved access to relevant resources for residents.



SENIOR SERVICES

DAYCARE, DEMENTIA DAYCARE, MAINTENANCE

At the Society of Sheng Hong Welfare Services, we believe that senior citizens deserve to live their golden years with dignity, purpose, and joy. Through the Sheng Hong Active Ageing Centre (CARE) @ Sennett, we continue to fulfill our vision of being a trusted, compassionate hub where seniors feel valued and empowered to maintain their independence.

Leveling Up Our Care Quality This Year

We don't just maintain care; we continuously elevate it. This year, we made two significant investments in our frontline team to directly benefit our seniors:

- **From Core Staff to Therapy Aide:** To expand our capacity for daily maintenance exercises, one of our dedicated team members was officially promoted to Therapy Aide. They now work directly with our seniors on targeted routines to preserve mobility and strength.
- **Welcoming a Registered Nurse:** We are thrilled to have added a Registered Nurse to our permanent team. Having an RN on-site drastically levels up our clinical oversight, ensures safer medication administration, and provides families with peace of mind knowing professional medical care is always at hand.
- **Expanding Dementia Care Specialization:** We are actively upgrading our facilities, tools, and training as we work toward becoming a fully fledged, comprehensively equipped Dementia Day Care centre to better support seniors with complex cognitive needs.



SENIOR SERVICES

DAYCARE, DEMENTIA DAYCARE, MAINTENANCE

Our Day Care services provide a safe, nurturing, and structured environment for seniors requiring daytime supervision. Throughout the past year, we have continued to organize meaningful, purposeful activities designed to encourage social interaction, keep our seniors mentally alert, and keep their minds occupied.

Community Highlights & Intergenerational Joy

We believe that true wellness happens in community. This year, we intentionally bridged generations and hobbies to bring vibrant energy into our centre:

- **Intergenerational Bonding:** Through Values-in-Action (VIA) sessions, we hosted heartwarming collaborations with local schools and our very own childcare centre, bringing seniors and children together to learn, laugh, and share experiences.
- **Community Partnerships:** Our regular volunteer groups, notably the Sennett Hobbycraft Interest Group, have brought immense joy to our seniors, engaging them in creative hands-on projects that spark curiosity and connection.



SENIOR SERVICES

ACTIVE AGEING PROGRAMMES

Throughout the past year, our Active Ageing Centre (AAC) team has worked tirelessly to extend a warm, supportive, and vibrant network of care to seniors across Joo Seng, Sennett and MacPherson Garden. Recognizing that healthy ageing extends beyond physical well-being to encompass emotional connection and mental vitality, our team dedicated countless hours to designing and delivering holistic, community-tailored programming directly to the doorsteps of our older residents.



SENIOR SERVICES

ACTIVE AGEING PROGRAMMES

To deliver comprehensive care, we collaborated actively with key institutional partners across digital, healthcare and safety domains:

- AIC Silver Generation Office (SGO): Partnered closely to conduct regular check-ins on seniors' health, living conditions, and overall well-being, ensuring a strong safety net for vulnerable individuals.
- IMDA (Infocomm Media Development Authority): Partnered with Digital for Life / SG Digital Office to boost digital literacy and keep seniors connected in a digital world.
- NHG (National Healthcare Group): Established Community Health Posts and co-organised regular health talks to make preventive care and health monitoring easily accessible.
- Singapore Police Force (SPF): Hosted anti-scam workshops to equip seniors with the knowledge to safeguard against financial fraud.
- HPB (Health Promotion Board): Hosted regular active lifestyle and physical wellness programmes
- ActiveSG: ActiveSG's CALM 1.0 (Combat Age-related Loss of Muscle) programme to promote functional mobility, strength, and active living tailored for mature adults.



VOLUNTEER ENGAGEMENT

Behind every successful programme at SSHWS is a network of committed volunteers. In FY25/26, their collective effort powered our day-to-day operations and community initiatives:

Impact Metric	Total
Volunteers	187
Volunteering Hours	7,001.5
Activities & Sessions Supported	2,391 (accumulative)

We thank each of our 187 volunteers for their invaluable contributions, spirit of service, and commitment to building an inclusive community for all.



COMMUNITY PARTNERSHIPS

We would like to extend our deepest gratitude to all the schools, corporate organizations, and community partners who have dedicated their time, resources, and heart to serve our community. Your valuable contributions enable us to continue serving our beneficiaries with impact and compassion. We gratefully acknowledge the following partners for their steadfast support:

Anderson-Serangoon Junior College; Calvary Baptist Church; Cedar Girls' Secondary School; Finastra Finance Software Solutions; Food From The Heart; Hanbabao Pte Ltd; Handicaps Welfare Association (HWA); Health Promotion Board (HPB); Heartware Network; Infocomm Media Development Authority (IMDA); Lotus Light Charity Society; M.Y World @ Bidadari Alkaff Vista; National Healthcare Group (NHG); National Kidney Foundation (NKF); Neighbour Ring Community Services (NRCS); Paya Lebar-Kovan Community Centre; Potong Pasir Community Club; Potong Pasir Zone 1 RN; Regent Secondary School; Republic Polytechnic; Sennett Estate Community; Sennett Estate Residents' Network (SERN); Sgcares VC @ Hougang; Silver Generation Office (SGO); Singapore Management University (SMU); Singapore Hospice Council; Society for the Physically Disabled (SPD); St. Andrew's Junior College; Ukestra @ CBC; Xiang-Gong Group; Woodleigh NPC: Community Policing Unit; Yu Ying Secondary School

Thank you for walking this journey with us and making a meaningful difference in our community!

DONATION ACKNOWLEDGEMENTS

We extend our heartfelt gratitude to all our generous supporters, corporate partners, and well-wishers for their unwavering commitment to our cause.

In Financial Year 2025/2026 (FY25/26), we received a total of \$947,340.00 in donations from individual and corporate donors.

Every dollar contributed directly fuels our ability to provide essential welfare, family support, student care, and senior care services. Your trust and generosity empower us to continue serving our community with compassion and inclusivity. Thank you for walking alongside us in making a meaningful impact.



Special thanks to Mr. Eric Sng for generously sponsoring bento meals for our clients across every occasion!

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