



Better Together: Every Step Starts With Us

FY 25/26 ANNUAL REPORT





Guided by the theme, this year's design visual approach embraces flowing forms and interconnected pathways to reflect the journeys we take together as a community. Like threads woven into a shared tapestry, the fluid lines moving across the pages symbolise the continuous flow of care, support, and collaboration between seniors, staff, volunteers, partners, families, and the wider community.

Each connection, interaction, and shared moment forms part of a larger journey; one shaped by compassion, resilience, and collective effort. Together, the design reflects 4S' enduring commitment to nurturing connected communities, strengthening meaningful partnerships, and walking alongside individuals through every stage of life's journey.

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ABOUT 4S

4S is a secular and non-ethnic based social service agency. It is **established in 1996** to serve communities in need with compassion, respect, and inclusivity.

Registered with the Registrar of Societies on 13 September 1996 and as a charity under the Commissioner of Charities since 25 April 1996 (Registration No.: 01172), 4S operates with its Constitution as its governing instrument.

As a full member of the National Council of Social Service (NCSS), 4S has also been accorded Institution of a Public Character (IPC) status from 1 May 2023 to 30 September 2025, subsequently extended from 1 October 2025 to 29 February 2028.

Guided by our vision to empower communities to age with grace and dignity, 4S supports the holistic well-being of seniors and destitute individuals through a range of community-based programmes and residential care services. Our work is anchored in our core values of **LIFE: Love** with passion, **Inclusion, Faithfully** Dependent, and **Empowerment**; as we continue to foster active ageing, dignity in care, and meaningful community connections. Through these efforts, we strive to build an inclusive and empowered society where every individual is supported in living a life of purpose and value.

Unique Registration Number (UEN): S96SS0160E

Registered Address: Blk 3 Eunos Crescent #01-2585, Singapore 400003

Auditor: Credo Assurance LLP

Bank: DBS Bank Ltd.

Vision

To build empowered communities that age with grace and dignity



Mission

To serve and enhance the holistic well-being of the elderly and destitute with compassion and inclusivity



PRESIDENT'S MESSAGE

It is an honour to share my first message as President of 4S.

I step into this role with deep appreciation for the strong foundation laid by my predecessors, whose leadership and commitment have helped shape 4S into the organisation it is today. I am grateful for the opportunity to build on this legacy together with my fellow Board members, Management, colleagues, volunteers and the wider 4S community.

As I reflect on FY2025/26, I do so at a particularly meaningful point in our journey. This year, we mark 30 years since our establishment in 1996. As we commemorate, we also reflect on three decades of serving individuals and families in need, and of growing and adapting our services alongside Singapore's changing social and care landscape.

Much has changed over the years, but the heart of our work remains the same: to care for people with compassion, dignity and respect.

Strengthening Our Services

Over the past year, our teams across our four Welfare Homes, Active Ageing Centre and Senior Care Centre continued to strengthen the support provided to our residents and seniors.

Within our Welfare Homes, we enhanced care standards, staff capabilities and operational readiness through the Transition Support Package, in preparation for licensing requirements under the Social Residential Homes Act. This included strengthening safety and security through CCTV systems with video analytics, developing staff capabilities across five core training areas related to resident care and management, and enhancing operating procedures and practices.

Our community-based services also continued to evolve. The transition of our Eldercare Centre to the Senior Care Centre model strengthened the range and continuity of support available to seniors in the community.

Programmes such as Fun with Coding (Code for Seniors), RetroGems, and our Senior-for-Senior volunteer programme in Adaptive Sports reflect our efforts to create opportunities for seniors to remain active, learn, contribute and connect with others.

Growing Our Community of Support

The year also saw encouraging growth in community participation in our work.

The launch of Adopt-A-Wish in February 2026, our first digital and physical fundraising initiative, opened another avenue for members of the public, donors and corporate partners to understand and support our mission. Our volunteers likewise continued to bring companionship, energy and meaningful engagement to our residents and seniors.

Together, these efforts remind us that meaningful care is a collective endeavour, made possible through the commitment of our **staff, volunteers, partners, donors and supporters.**



*Mr Siu Yow Wee
4S President*

Stewarding 4S for the Future

As a Board, our responsibility goes beyond reviewing what has been accomplished. We must also ensure that 4S remains well-governed, financially strong, sustainable and relevant as the environment in which we operate continues to change.

The developments of the past year reinforce the importance of having strong organisational foundations alongside strong services. As 4S grows in complexity, good governance, sound stewardship of our resources, capable leadership and a clear sense of organisational direction will become increasingly important. The Board will continue to work closely with Management to ensure that 4S is equipped not only to meet today's needs, but also to respond responsibly to the challenges and opportunities ahead.

Looking ahead, the Board and Management will come together at a retreat in August 2026 to reflect on the changes taking place around us, the continued relevance of our vision, mission and values, and how we can further strengthen the organisation, our Management team and our governance arrangements for the next phase of 4S's development.

These conversations will be especially timely as we mark our 30th anniversary and consider how best to position 4S for the years ahead.

30 Years of Service

Thirty years is a milestone worth celebrating, but it is also an opportunity to honour those who built and sustained 4S and to recognise our responsibility to prepare the organisation for the future.

On behalf of the Board, I would like to express my sincere appreciation to my fellow Board and Committee members for your time, counsel and stewardship; to our Management and colleagues for your dedication and perseverance; and to our volunteers, donors and supporters for continuing to journey with us.

I would also like to thank the Ministry of Social and Family Development, the Agency for Integrated Care, the National Council of Social Service, and our many community and corporate partners for your continued trust and partnership.

As 4S enters its fourth decade of service, I am confident that the same spirit of service and collective responsibility that has brought us this far will continue to guide us as we build the next chapter together.

CEO'S MESSAGE



From Direction to Action

In last year's Annual Report, I shared our aspirations for 4S over the next three to five years – to strengthen our organisation through better systems, capable people, meaningful partnerships and a more sustainable base of support.

As we move forward, our focus is increasingly on turning that direction into action and putting in place the foundations needed for 4S to remain resilient, responsive and sustainable. Transformation is not about introducing new systems or initiatives for their own sake. It is about ensuring that 4S has the capacity to continue delivering quality and compassionate services as needs become more complex and expectations of social service organisations continue to evolve.

Strengthening Our Organisational Backbone

A key priority in the year ahead will be strengthening the systems that support our people and services. With support under the Transformation and Sustainability Scheme, we will progressively enhance areas including human resource management, finance and procurement processes, volunteer and donor management, and our internal information systems.

Together, these improvements will help reduce manual processes, improve information flow, strengthen oversight and enable our staff to focus more attention on work that adds value to the people we serve. Digitalisation must therefore go hand in hand with clearer processes, stronger accountability and better use of information in decision-making.

Investing in Our People

Systems alone cannot strengthen an organisation. Our people remain central to everything we do.

Ms Nura Hassan
4S CEO



We must continue investing in the capabilities of our staff and leaders, while strengthening clarity of purpose, accountability and collaboration across 4S. Although our Homes and community-based services operate in different contexts, we are one organisation. There is much to gain from sharing good practices, learning from one another and addressing common challenges collectively.

Our leaders, in turn, must provide clear direction while enabling staff to contribute, learn and take ownership of their work.

Keeping Care at the Centre

As we build the organisation behind our services, we must remain clear about why these efforts matter. Better care is not always about doing more for someone. It is about providing the right support at the right time, while preserving dignity, choice, independence and a sense of purpose wherever possible.

Whether in our Welfare Homes or community-based services, better systems, well-equipped staff and clear processes ultimately matter because they enable us to provide more responsive and person-centred support.

Building Stronger Connections

The launch of Adopt-A-Wish in February 2026, our first digital and physical fundraising initiative, was an important learning experience for 4S and demonstrated the willingness of individuals and organisations to support our work when they understand the difference their contribution can make.

Building on this experience, we will continue developing our fundraising capabilities and more structured approaches to donor engagement. We will also continue building our Corporate Communications and Community Engagement capabilities so that we can communicate our work more effectively, deepen partnerships and create more opportunities for volunteers, donors and organisations to participate in our mission.

Our objective is not simply greater visibility or fundraising, but to build a stronger and more sustainable ecosystem of support around the people and communities we serve.

Preparing 4S for the Next Chapter

There is still much work ahead, and some of the foundations we put in place may not always be immediately visible. They are nevertheless necessary if 4S is to remain strong and relevant in the years ahead.

As we approach our 30th anniversary, our responsibility is not only to celebrate how far 4S has come, but also to prepare the organisation for what comes next – bringing our people, systems, services and partnerships together around a clear purpose while retaining the compassion and humanity that have always been central to our work.

I am grateful to the Board for its guidance and trust, and especially to our staff across our Homes, centres and Headquarters. It is your commitment, perseverance and willingness to keep improving that bring our purpose to life each day. I also thank our volunteers, donors, partners and supporters for continuing to journey with us and contribute to the work of 4S.

The future of 4S will not be shaped by any single initiative. It will be shaped by how consistently we strengthen our capabilities while keeping the people we serve at the centre of every decision we make.

Our Executive Committee



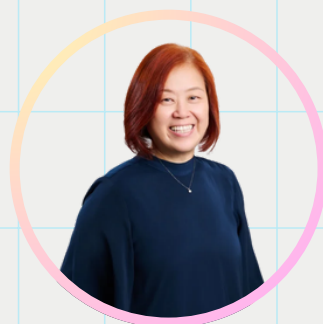
Mr Siu Yow Wee

President



Mr Sowaran Singh

Vice President I



Ms Mabel Goh Mui Ngim

Vice President II



Ms Lim Yen Ping

Honorary Secretary



**Mr Tan Han Tong
Lawrence**

*Honorary Assistant
Secretary*



Mr Tay Zi Yang

Honorary Treasurer



Mr Pooi Choon Beng

*Honorary Assistant
Treasurer*



Ms Chan Yann Lin

Member



Ms Goh Chiew Mei

Member



Dr Jagadesan Raghuram

Member



Mr Lim Kim Thye

Member

Governing Board

The charity is governed by a Board (also known as Executive Committee), which is responsible for overseeing and managing the charity. Reporting to the Executive Committee are sub-committees that focus on specific areas such as Human Resources, Finances, Welfare Homes, and the Community-based Eldercare Programmes.

The charity is also headed by a Chief Executive Officer (CEO) who reports to the Executive Committee.

Name	Current Charity Board Appointment	Occupation	Past Charity Board Appointments
Mr Siu Yow Wee	President (28 Sep 25)	Managing Director	Vice President II (24 Sep 23 – 28 Sep 25) Honorary Secretary (26 Sep 21 – 23 Sep 23) Honorary Assistant Secretary (29 Sep 19 – 25 Sep 21)
Mr Ho Poh Kong	Immediate Past President (Resigned on 28 Sep 25)	Architect	President (17 Sep – 28 Sep 25) Vice-President II (29 Sep 13 – 16 Sep 17) Honorary Assistant Secretary (3 Sep 11 – 28 Sep 13) Member (3 Nov 07 – 2 Sep 11)
Prof Hsu Pon Poh	Vice President I (24 Sep 23 – 28 Sep 25)	Chairman, Medical Board and Senior Consultant	Vice President II (29 Sep 19 – 23 Sep 23) Honorary Secretary (17 Sep 17 – 28 Sep 19) Member (29 Sep 13 – 16 Sep 17)
Mr Sowaran Singh	Vice President I (28 Sep 25)	Former District Judge	Assistant Honorary Treasurer (24 Sep 23 – 28 Sep 25) Member (23 Sep 18 – 23 Sep 23)
Ms Mabel Goh Mui Ngim	Vice President II (28 Sep 25)	Architect	Member (26 Sep 21 – 28 Sep 25)
Mr Seng Chun Guan	-	Pilot	Honorary Secretary (Resigned on 28 Sep 25)
Ms Lim Yen Ping	Honorary Secretary (28 Sep 25)	Head of Performance & Culture	Honorary Assistant Secretary (26 Sep 21– 28 Sep 25) Member (17 Sep 17 – 25 Sep 21)
Mr Tan Han Tong Lawrence	Honorary Assistant Secretary (28 Sep 25)	Director	-
Mr Tay Zi Yang	Honorary Treasurer (28 Sep 25)	Head of Renewables and Sustainability, Trading	Member (29 Sep 19 – 28 Sep 25) Honorary Treasurer (20 Sep 15 – 28 Sep 19)
Mr Pooi Choon Beng	Honorary Assistant Treasurer (28 Sep 25)	Regional Managing Director	-

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Ms Chan Yann Lin	Member (28 Sep 25)	Lawyer	Member (24 Sep 23 – 28 Sep 25)
Ms Goh Chiew Mei	Member (28 Sep 25)	Tax Director	Honorary Treasurer (26 Sep 21 – 28 Sep 25)
Mr Lim Kim Thye	Member (28 Sep 25)	Managing Director	-
Dr Jagadesan Raghuram	Member (28 Sep 25)	Deputy Chairman, Medical Board, and Senior Consultant	-

Our Management Team



Ms Nura Binte Hassan

*CEO (wef 1 October 2025)/
Superintendent of Bukit Batok
Home for the Aged*



Mr Johari Johan

HQ Community Engagement Manager



Mr Cheong Kim Seng

HQ Finance Manager



Ms Regine Chan

HQ Human Resource Manager



Ms Adeline Lee

*Senior Manager of 4S Active Ageing
Centre & Eldercare Centre at
Eunos Crescent
(4S AAC @ EC & 4S EC @ EC)*



Mr Benjamin Koh

*Superintendent of
Acacia Home (AH)*



Ms Melissa Maniam

*Superintendent of Thuja
Home at Pelangi Village (TJH)*



Ms Nurni Loren

*Superintendent of Tembusu
Home at Pelangi Village (TBH)*

Organisation Chart

Executive Committee



**Finance
Management
Committee**

**Human
Resource
Management
Committee**

**Welfare Home
Management
Committee**

**Community
Care
Management
Committee**

**CHIEF EXECUTIVE
OFFICER**

Residential Care Service

Superintendent

Acacia Home

Superintendent

Bukit Batok Home for the Aged

Superintendent

Tembusu Home at Pelangi Village

Superintendent

Thuja Home at Pelangi Village

Eldercare Programme

Senior Centre Manager

4S Active Ageing Centre @
Eunos Crescent

4S Eldercare Centre @
Eunos Crescent

Centre Manager

4S Active Ageing Centre @
Eunos Crescent

4S Eldercare Centre @
Eunos Crescent

Corporate Service

Manager

- General Administration
- Finance Management
- Human Resource Management
- Corporate Communication
- Community Engagement

Financial Performance

Income and Expenditure

\$ Total Revenue
\$23,225,518

Total Expenditure
\$19,384,489

Donation Income

\$49,488 higher than last year



Expenses increased by

\$1,316,377, mainly from staff cost and management fees

Major Financial Transactions

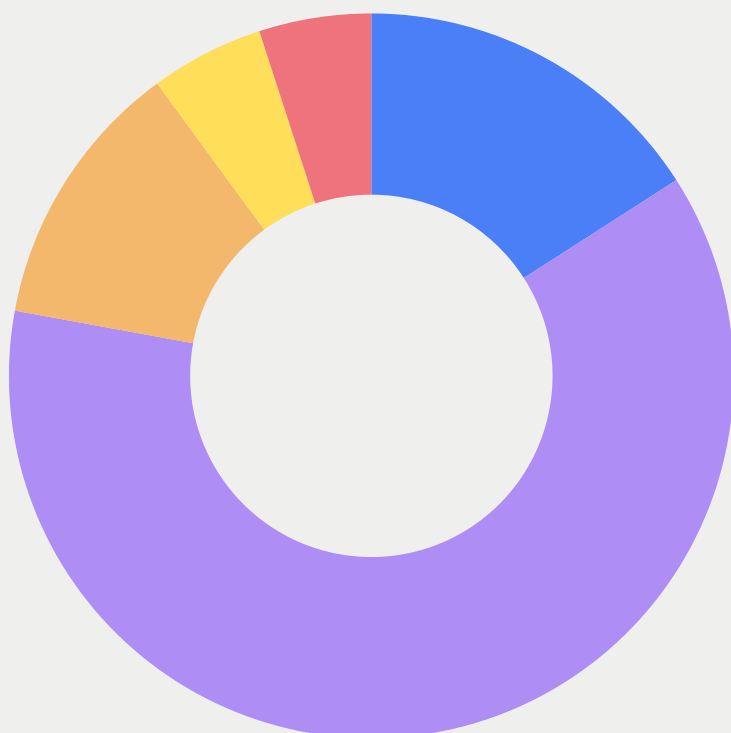
● Programme management expenses

● Staff cost

● Management fees

● Utilities expenses

● Professional fees



● \$ 11,160,570

● \$ 912,841

● \$ 2,170,762

● \$ 2,867,391

● \$ 900,808

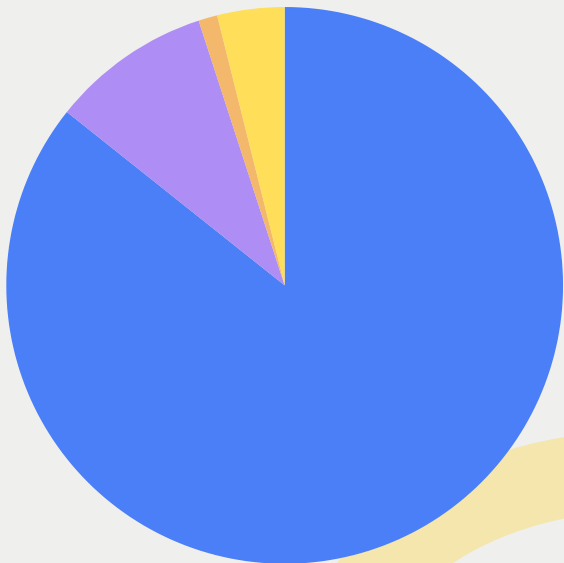
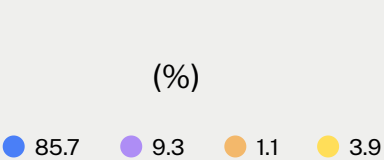
Financial Performance

Summary

Income

\$23,225,518

for FYE 31 March 2026

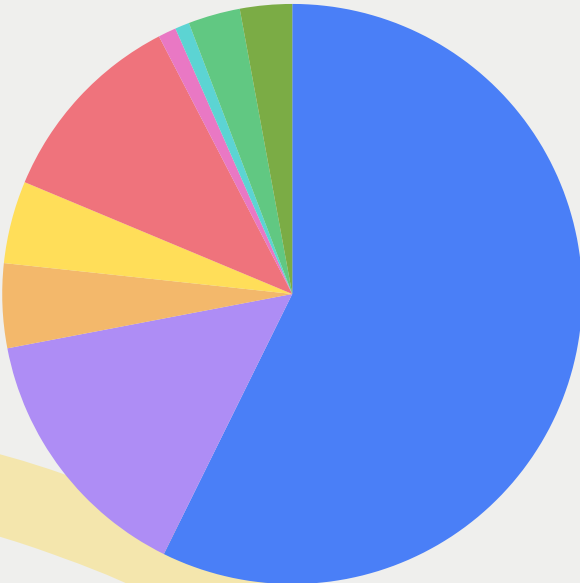
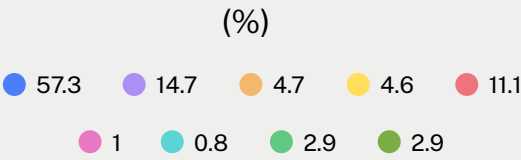


- Government Grants
- Management fees
- Miscellaneous Income
- Donations

Expenditure

\$19,384,489

for FYE 31 March 2026



- Manpower Cost
- Programme Management Expenses
- Management fees
- Professional fees
- Utilities
- Maintenance
- Accounting fees
- Depreciation
- Others



IMPACT AT A GLANCE



Impact Statement (Welfare Homes)

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● Acacia Home = **AH** ● Bukit Batok Home for the Aged = **BBHA** ● Tembusu Home = **TBH** ● Thuja Home = **TJH**

Resident Served

● 160 / AH

● 159 / BBHA

● 158 / TBH

● 188 / TJH



% of residents who participated in recreational, physical or cognitive programmes at least once a week

90% / AH
Acacia Home

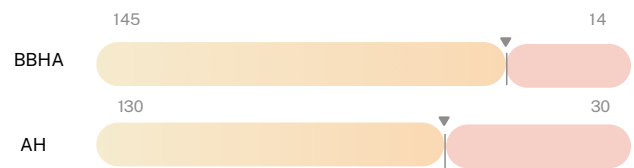
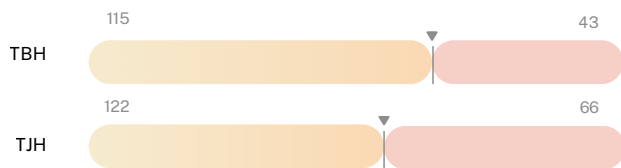
93.7% / BBHA
Bukit Batok Home for the Aged

88% / TBH
Tembusu Home at Pelangi Village

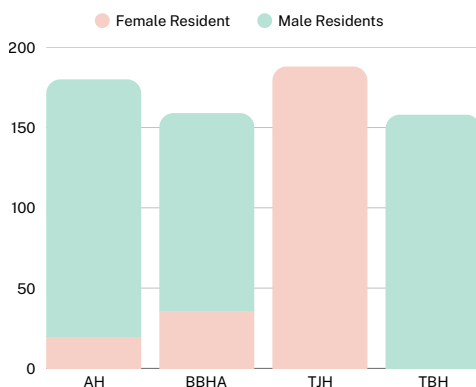
85% / TJH
Thuja Home at Pelangi Village

Distribution of Residents by Age

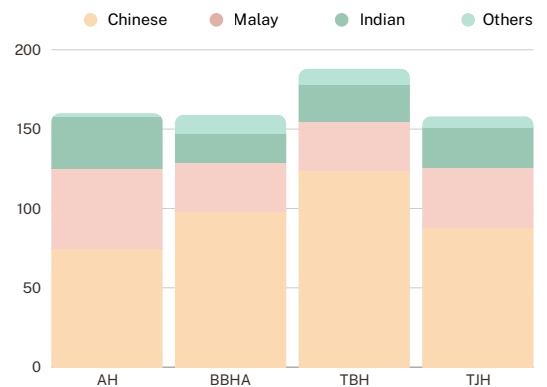
● 59 Years Old & Below | ● 60 Years Old & Above



Distribution of Residents by Gender



Distribution of Residents by Ethnicity



Impact Statement (Community-Based Centres)

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Distribution of Residents by Gender

4S Active Ageing Centre @ Eunus Crescent

Male
10



Female
581



4S Active ElderCare Centre @ Eunus Crescent

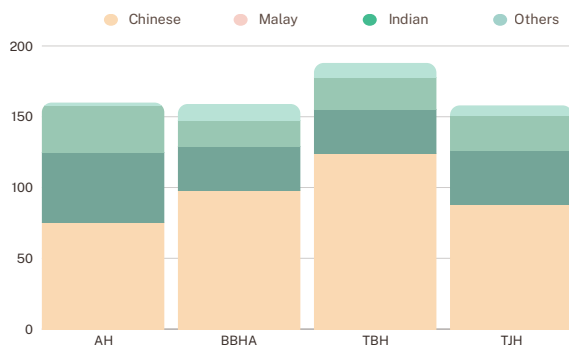
Male
19



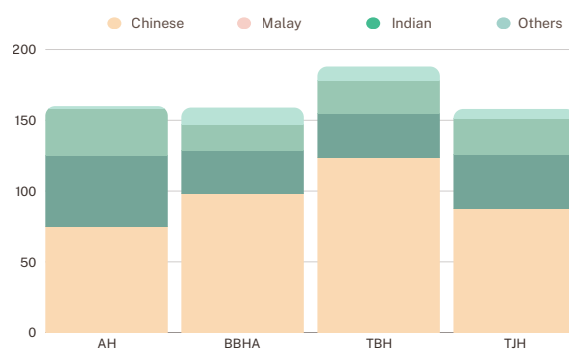
Female
32



Distribution of Residents by Ethnicity



Distribution of Residents by Age



Total Service Users & Clients at Community-Based Centres

● 4S AAC @ EC

● 4S EC @ EC

933

Service & User
Client

● **904**

4S Active Ageing Centre @ Eunus Crescent

● **29**

4S Active ElderCare Centre @ Eunus Crescent

4S Volunteers

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Every step forward was made possible by someone who chose to walk alongside.

1,213

Volunteers Engaged

69

Corporate & Volunteer Groups Engaged

Companies and organised volunteer groups that partnered with 4S to support our Welfare Homes and Community Care Centres.



Group Volunteers Engaged

Volunteers from these corporate and volunteer groups who supported our programmes and activities.

672

225

Student volunteers engaged

Supported various programmes and activities.



Individual volunteers engaged

Supported our programmes and activities.

316





EVERY STEP OF CARE



ACACIA HOME

SERENADING OUR PIONEERS WITH GRATITUDE

For the first time, our seniors attended the "JASG60: Jazz for All" event, organised by The Jazzlings (Singapore) at the Golden Garden near the Flower Dome. The invitation was extended in honour of pioneers who have contributed to building a thriving Singapore.

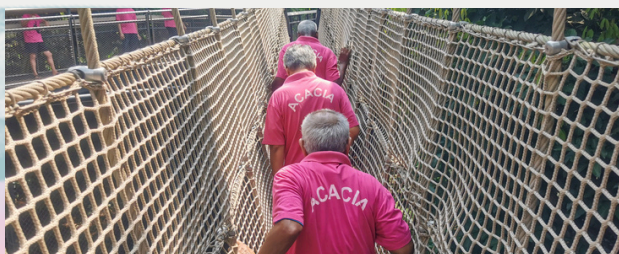
Seniors enjoyed lively jazz performances and a delicious spread of food in a warm and welcoming atmosphere. The evening was a memorable one, bringing joy, and entertainment, while serving as a heartfelt tribute to their invaluable contributions to the community.



FOSTERING GROWTH AND ADAPTABILITY IN SENIORS

The programme at Acacia Home provides seniors with structured support and guidance, equipping them with strategies to manage personal challenges. Staff support seniors in stepping beyond their comfort zones, confronting obstacles, and cultivating resilience. Such experiences promote personal growth, self-discovery, and adaptability.

While progress may take time, each step contributes to greater confidence, independence, and the development of skills necessary to thrive in the face of challenges.



EXPLORING NATURE, BUILDING CONNECTIONS

Our seniors recently participated in a nature outing, exploring lush greenery and appreciating the sights and sounds of the outdoors. The programme offered gentle physical activity while facilitating meaningful engagement with youth, promoting intergenerational interaction and dialogue.

Through these shared experiences, seniors were encouraged to reflect, connect, and enjoy the restorative benefits of nature. The outing provided opportunities for socialisation, relaxation, and personal enrichment, fostering a sense of well-being while appreciating the simple joys and beauty of the natural environment.



Thank you for always being there for us, especially during difficult times. And treating us with respect and dignity every day.

”

— Mr H, 66

Resident, AH

BUKIT BATOK HOME FOR THE AGED

RAMADAN GATHERING WITH VOLUNTEERS

During the Ramadan month, our Home organised a meaningful gathering with volunteers that fostered reflection, connection, and emotional support among our residents. The session began with light exercises to gently warm up participants, followed by music and heartfelt sharing.

Residents and volunteers reflected on the challenges and fulfilment of fasting, creating a safe space for personal storytelling. This interaction strengthened mutual understanding, uplifted spirits, and nurtured a sense of community, while reinforcing our commitment to culturally sensitive and holistic care.



CANTONESE OPERA APPRECIATION & TEA SESSION

Our residents participated in a Cantonese opera appreciation session, featuring familiar melodies and storytelling that evoked fond memories and a sense of familiarity. The programme also included a tea session with light refreshments, encouraging social interaction and companionship.

This is one of many initiatives that reflects how cultural engagement and meaningful connection support residents' overall well-being, in line with our commitment to providing holistic, person-centred care.

SG60: A DAY TO REMEMBER

In celebration of Singapore's 60th birthday, our residents participated in a National Day event that brought a festive and nostalgic atmosphere to our Home. They shared a commemorative cake and received thoughtfully curated goodie bags containing themed items and snacks.

The celebration encouraged residents to reminisce about Singapore's development and their own life journeys, fostering a sense of unity, belonging, and national pride while supporting their emotional and social well-being.



I am happier here, joining activities and making friends. Previously I felt isolated and lonely, with no support from my sons.

— Mdm Kham, 68

Resident, BBHA

TEMBUSU HOME

ROBOTIC FUN AND INTERACTION

At Tembusu Home, we introduced an interactive robot to enhance the quality of life and emotional well-being through technology-assisted engagement. The robot provides a range of features, including news updates, karaoke sessions and music videos, offering residents additional avenues for recreation and stimulation.

One of the robot's most popular features is its "Chat with AI" function, which enables residents to engage in light-hearted conversations and interactive exchanges. This reflects our efforts to explore innovative ways of supporting social interaction, engagement and overall well-being among residents.



KARAOKE

At Tembusu Home, Karaoke sessions form part of our efforts to promote resident engagement, recreation, and emotional well-being. Through music and singing, residents are provided with opportunities to socialise, express themselves, and participate in enjoyable group activities.

Many residents particularly enjoy songs from the eras they are most familiar with, as these melodies often evoke feelings of nostalgia, comfort, and personal connection. Beyond entertainment, these sessions contribute to a lively and positive living environment.



SPECIAL OUTINGS

Special outings are organised to expose residents to the sights, culture, and attractions of Singapore, allowing them to experience places and activities that they may not ordinarily have access to. These outings provide opportunities for residents to spend meaningful time outside the home while remaining connected to the wider community.

Visits to locations such as Singapore Zoo, Time Zone Arcade, Changi Jewel and many more, allow residents to explore different environments, create new experiences, and enjoy a change of scenery. These outings also support residents' social and emotional well-being by encouraging participation, interaction, and community inclusion.



The Home has allowed me to restart my life. It has not been an easy route with many challenges along the way. However, the opportunities provided and the supportive environment created by the staff encouraged me to work towards a more structured and positive life.

— Mr B, 44

Resident, TBH

THUJA HOME

THUJA RESIDENT FLEA MARKET

At Thuja Home, our residents are encouraged to leverage their strengths and take ownership of community initiatives. This was demonstrated through a resident-led flea market following a donation of clothing, jewelry, and other items.

Six residents volunteered to organise the market, coordinating logistics for 400–500 items to be shared amongst nearly 190 residents. On the day, they managed the set-up, designed the layout, categorised clothing, and coordinated music to create a welcoming atmosphere. During the market, our resident volunteers acted as ‘fashion assistants’, supporting other residents in selecting and styling outfits while ensuring an orderly and inclusive process. By the end, 350 – 400 items were successfully distributed.

This initiative reflects how can be empowered to collaborate, recognise, and apply their own strengths, and contribute meaningfully to the well-being of their community.



SILVERFIT

At Thuja Home, we also support residents’ physical activity through the use of SilverFit technology, which gamifies exercises for both elderly and younger residents. The SilverFit Mile module, which simulates outdoor cycling, offers access to over 250 high-quality route films that move in tandem with residents as they pedal.

This immersive experience has been observed to increase resident’s exercise duration and support them in achieving their fitness goals more consistently.

In addition, the SilverFit 3D gamifies other exercises such as resistance band arm stretches. Its sensor technology can detect up to two users simultaneously, enabling residents to participate in interactive exercise games together. This promotes physical activity while supporting cognitive engagement and social interaction.



The staff at Thuja Home are good, friendly, loving, and treat us well. They are responsive and supportive, especially in planning for my discharge from the Home. Residents are also given opportunities to work within the Home and take part in monthly outings, which I appreciate.

— Ms Tricia , 43

Resident, TJH

4S ACTIVE AGEING CENTRE @ EUNOS CRESCENT

RETROGEMS INTERGENERATIONAL BOARD GAME PROJECT

In collaboration with Care Community Services Society (CCSS), our Active Ageing Centre introduced the "RetroGems" Intergenerational Gameboard to foster meaningful connections between seniors and preschoolers through shared play and conversation.

Responding to the national Age Well Singapore initiative, the programme brought together more than 20 preschoolers and 19 seniors across four structured sessions. Featuring nostalgic themes like gem biscuits and potong ice cream, the board game encouraged children to take on the role of "game experts" while engaging seniors in conversations that sparked reminiscence, cognitive stimulation, and mutual learning.

Through these shared experiences, the initiative strengthened intergenerational bonds while promoting active ageing and social inclusion.



FUN WITH CODING PROGRAMME

Generously funded by Accenture Pte Ltd, our "Fun with Coding" robotics programme engaged 21 seniors this financial year. The programme was designed to promote lifelong learning, cognitive vitality, and social interaction through hands-on digital learning experiences.

Working collaboratively, participants developed basic coding and technology skills while building confidence in using digital tools. Beyond digital literacy, the programme encouraged meaningful community connections, and empowered seniors to remain active, independent, and engaged in an increasingly digital world.



EMPOWERING SENIOR VOLUNTEERISM

Our AAC continues to promote active ageing by empowering seniors to contribute meaningfully to their communities through senior volunteerism. As partners of IMDA's Digital for Life (DfL) Movement, our dedicated senior volunteers support fellow seniors through peer-to-peer digital upskilling, guiding them in using digital services such as Singpass, HealthHub, and practising safe online habits.

The impact of their contributions was recognised when our volunteers had the opportunity to share their work with Deputy Prime Minister Gan Kim Yong at the DfL Festival in November 2025. Through initiatives such as these, our senior volunteers continue to inspire and uplift one another to age meaningfully.

”



I like and enjoy the activities. I would love to join more!

— Mdm Liew, 71

Client, 4S AAC

4S ELDERCARE CENTRE @ EUNOS CRESCENT

FOSTERING VITALITY THROUGH MUSIC

Our Eldercare Centre (EC) continues to support seniors' cognitive well-being and social integration through an inclusive, dementia-friendly environment. Weekly music sessions led by our vibrant senior music volunteers provide opportunities for seniors to build friendships, remain socially engaged and enjoy meaningful participation. The impact of these sessions was showcased when our seniors performed at the CGH and South East CDC Volunteers' Appreciation Day in January 2026, an event graced by Ms Jessica Tan Soon Neo, Vice-Chairperson of South East CDC and Adviser to East Coast GRC Grassroots Organisations (Changi Simei). Through initiatives like these, we continue to empower seniors to remain active, connected, and age with dignity.



PROMOTING MOBILITY & ACCESSIBILITY VIA ADAPTIVE SPORTS

Our EC provides weekly adaptive sports sessions to support frail or physically challenged seniors in improving their mobility, confidence, and overall quality of life. Supported by our dedicated Active Ageing Centre (AAC) volunteers, these sessions create an accessible and encouraging environment where seniors can participate in physical activity at their own pace. As part of their learning journey, seniors from both centres also attended the World Para Swimming Championships. This experience deepened their appreciation for accessibility and innovation, inspiring them to lead fulfilling lives.



NURTURING THE NEXT GENERATION OF CAREGIVERS

4S EC remains committed to developing future community care professionals and contributing to a sustainable eldercare ecosystem. Since 2013, our partnership with ITE College East has provided valuable industry experience for 28 Nitec in Community Care and Social Services interns.

Through hands-on learning and day-to-day engagement with seniors,, interns have the opportunity to apply classroom knowledge in a real-world setting while the skills, professionalism and empathy requires to support seniors' holistic well-being. At the same time, their contributions strengthen our capacity to deliver quality care to our clients.

”



I love coming to the centre as I have many friends here and there are always activities for me to participate in.

— Mdm Sainap, 71

Client, 4S EC

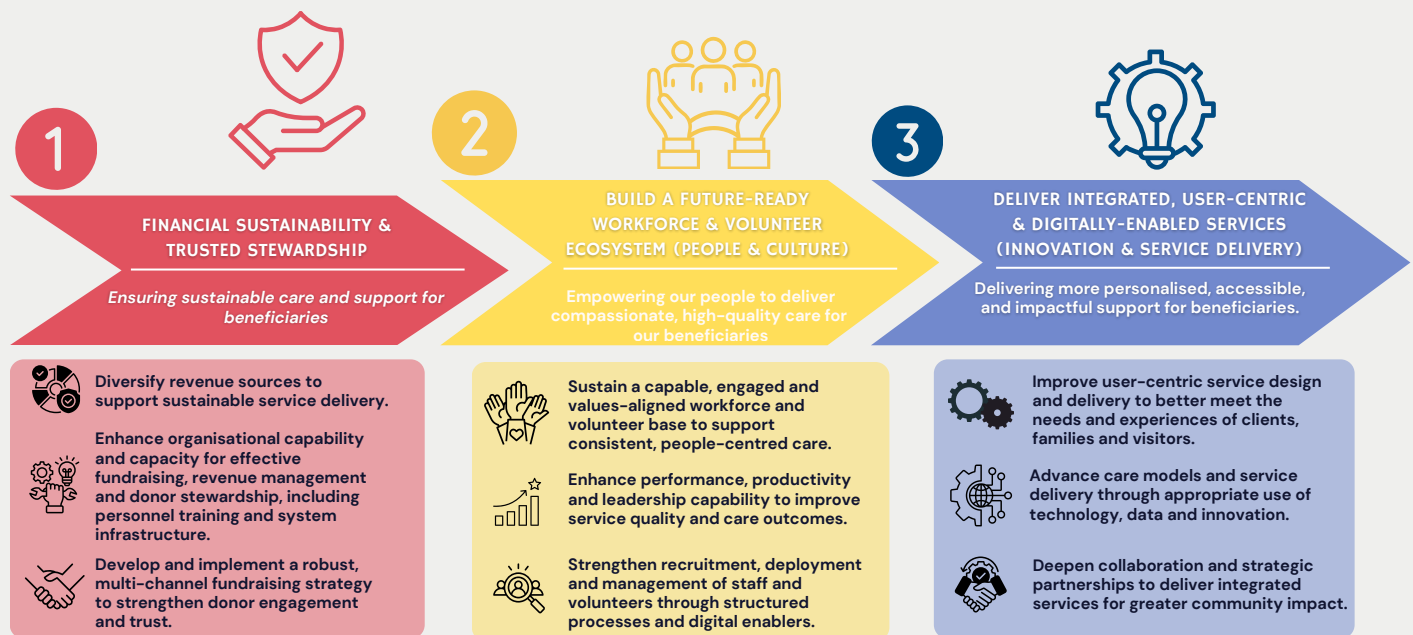
Our path
FORWARD

OUR 5-YEAR STRATEGIC ROADMAP

2024 - 2028



Transforming care by placing clients and communities at the heart of a **digitally mature, agile and collaborative 4S**; delivering **sustainable, integrated and people-centred** services through **robust systems, empowered staff and volunteers** and **strategic partnerships**.



Foundation Initiatives



ESTABLISH A DEDICATED FUNDRAISING FUNCTION

Build fundraising capability and diversify revenue streams.



BUILD A UNIFIED ORGANISATIONAL CULTURE

Strengthen collaboration through a shared culture and innovative mindset.



OPTIMISE STAFFING LEVELS AND RESOURCE ALLOCATION

Improve staffing levels and resource allocation across different service lines

FUNDRAISING

BUILDING MOMENTUM THROUGH COMMUNITY AND CONNECTION

This financial year marked a significant milestone for 4S with the launch of our first integrated fundraising initiative, the Adopt-A-Wish (AAW) Campaign. Bringing together digital fundraising, a physical Community Care Market, and care pack distribution efforts, the campaign reflected our commitment to exploring more meaningful and community-driven ways of giving.

Through the campaign, we engaged donors, volunteers, corporate partners, and members of the community in a shared effort to support seniors and vulnerable individuals across our services. Beyond funds raised, the initiative also increased awareness of 4S' work and created new opportunities for partnership and collaboration within the community.



One of the key strengths of the campaign was the use of human-interest storytelling, where real stories and lived experiences of beneficiaries were shared to help audiences better understand the impact of their support. These stories fostered stronger emotional connection and engagement, reinforcing the importance of compassionate and person-centred care.

As this was our first large-scale integrated fundraising effort, the campaign also surfaced with valuable learning points. Encouragingly, the campaign demonstrated strong potential for growth. Through our engagement with community partners and platforms such as Giving.sg and the National Volunteer & Philanthropy Centre (NVPC), we identified opportunities to further expand outreach, strengthen partnerships, and enhance campaign visibility through digital amplification and strategic collaborations.



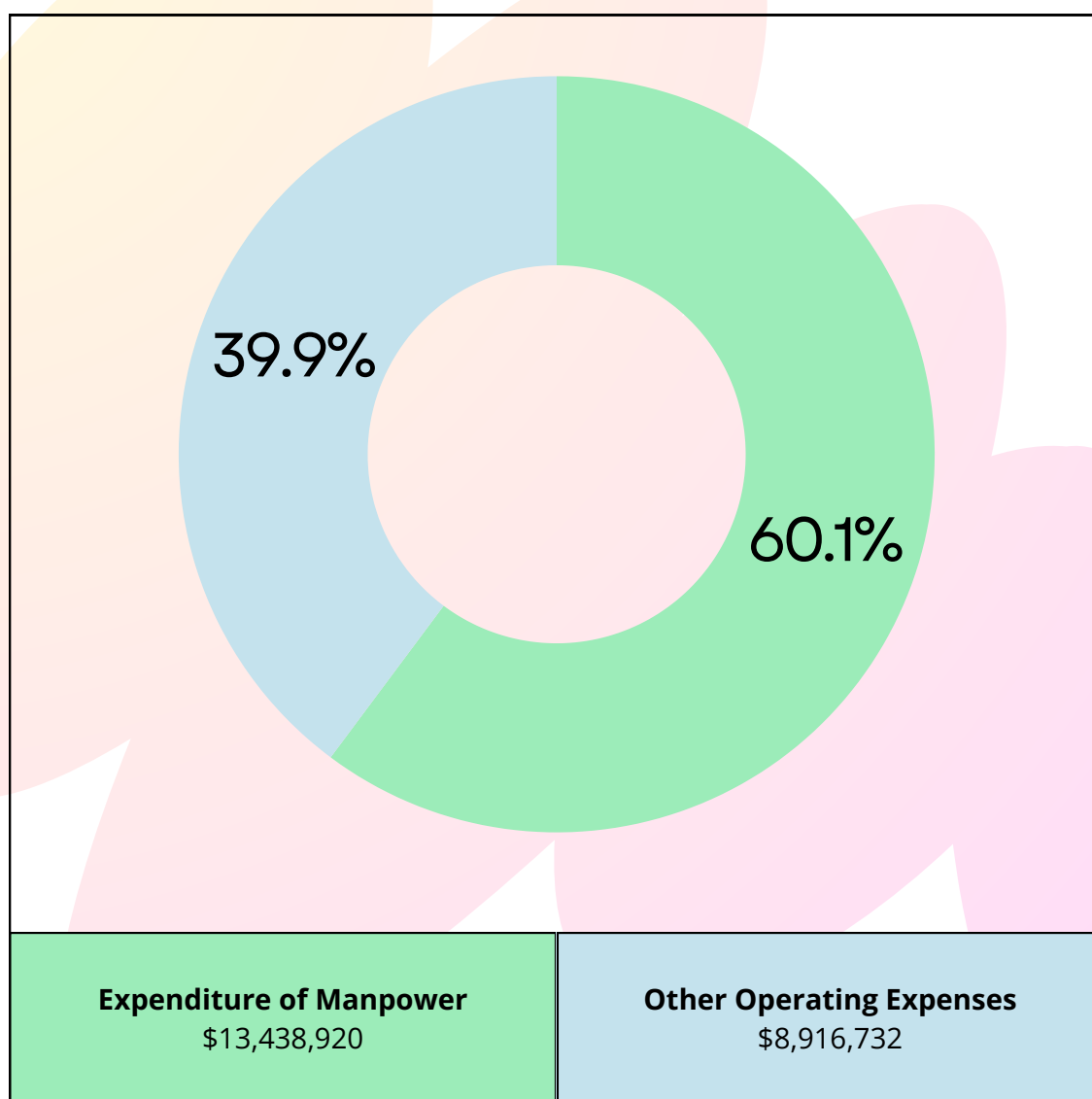
LOOKING AHEAD

Looking ahead, 4S will continue to build on both digital and physical fundraising platforms to deepen community engagement and strengthen support for our programmes and services. We remain committed to growing meaningful partnerships, sharing authentic stories of impact, and rallying collective support to build a more caring and inclusive community for the seniors and individuals we serve.



For Financial Year 2026 / 2027

Expenditure plans



Guided by Trust, Strengthened by Governance



Role of the Governing Board

The Board's role is to provide strategic direction and oversight of 4S programmes and objectives and to steer the charity toward fulfilling its vision and mission through good governance. As part of its responsibilities, the Board must review and approve the following matters:



- Approve the budget for the financial year
- Approve expenses exceeding \$10,000 for unbudgeted expenses and \$50,000 for budgeted expenses.
- Review financial statements.
- Regularly monitor the progress of the charity's programs.
- Provide oversight to manage the organisation's internal controls, risk management, and audit processes by identifying, assessing, reviewing, and strategising on actual and potential risks and their impact on the organisation



TERM OF LIMIT BOARD

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of ten years. In particular, the Treasurer has a term limit of four years.



Board Member who have served more than 10 consecutive years

Mr Tay Zi Yang:

His extension beyond the board's prescribed term limit was intended to support leadership continuity and succession planning within 4S' finance and governance functions. Having served the organisation in various financial leadership capacities, and currently as Honorary Treasurer from 28 September 2025, Mr Tay brings valuable institutional knowledge and continuity.

With his years of experience across both the corporate and social service sectors, Mr Tay continues to contribute valuable perspectives in strengthening financial governance and oversight within 4S. His familiarity with the charity sector and deep understanding of the organisation's operations and historical context also support continuity and 4S' long-term sustainability.

Board Meetings & Attendance

A total of five Board meetings were held during the financial year.

The following sets out the individual Board member's attendance at the meetings

Name	Attendance	% of Attendance
Mr Siu Yow Wee	5/5	100%
Mr Sowaran Singh	5/5	100%
Ms Mabel Goh Mui Ngim	5/5	100%
Prof Hsu Pon Poh	2/2*	100%
Ms Lim Yen Ping	3/5	60%
Mr Tan Han Tong Lawrence	3/3*	100%
Mr Tay Zi Yang	4/5	80%
Ms Goh Chiew Mei	4/5	80%
Mr Pooi Choon Beng	2/3*	66.7%
Ms Chan Yann Lin	4/5	80%
Mr Lim Kim Thye	3/3*	100%
Dr Jagadesan Raghuram	0/5 (work commitment)	0%
Mr Ho Poh Kong	2/2*	100%
Mr Seng Chun Guan	0/2* (work commitment)	0%

*Attendance is computed based on the number of Board meetings held during each member's term of appointment.

Disclosure of Remuneration & Benefits received

No Board members were remunerated for their Board services in the financial year 2025/2026.

Finance Management Committee (FMC)

The FMC has the primary responsibility of supervising the charity's funds, financial performance, and annual budget. Additionally, the FMC takes on the role of the Audit Committee, which involves overseeing both external and internal audits and holding meetings with the independent external auditor to discuss their findings, if necessary. As part of its duties, the FMC reviewed the charity's financial statements and the auditor's report for the fiscal year ending on 31 March 2025.

Chairman

Ms Goh Chiew Mei (Until 30 Sep 25)
Mr Tay Zi Yang (As of 01 Oct 25)

Members

Mr Aston Zhuo Jinwei
Mr Chin Chee Kong Roy
Mr Pooi Choon Beng (As of 01 Oct 25)
Mr Sowaran Singh (Until 30 Sep 25)

Human Resource Management Committee (HRMC)

The HRMC is responsible for reviewing the HR policies, procedures and strategies that align with 4S' goals and ensure compliance with relevant laws and regulations. The HRMC also oversees the talent acquisition and retention initiatives.

Chairman

Ms Lim Yen Ping

Members

Mr Clifford Keong
Mr Ho Poh Kong (Until 30 Sep 25)
Mr Siu Yow Wee (As of 01 Oct 25)

Welfare Homes Management Committee (WHMC)

The members of WHMC were appointed to oversee and supervise the management of the four Welfare Homes. It meets every quarterly to discuss issues relating to residents, the operation and the financial performance of the Homes. Four meetings were held in FY 25/26.

The objects of the Committee are to:

- develop in the Home a distinct character and identity;
- ensure the availability of funds for the Home's operation;
- ensure the Home's compliance with legislations, regulations, guidelines and directives governing its operation;
- ensure that the Home meets its objectives and is responsive to the changing needs of the residents;
- foster closer link between the Home and the community; and
- support 4S in achieving its wider objects.

For the purpose of carrying out the objects, the Committee may:

- set goals, directions and policies for the Home's operations;
- plan and carry out such activities or do such things that are necessary or advantageous for the proper administration and control of the Home and its assets;
- develop an organisation structure that defines lines of authority;
- develop, monitor, evaluate and review the Home's programmes and ensure good service delivery;
- review and oversee the Home's financial affairs, including preparing the annual budget;
- involve in the recruitment, selection and retention of staff and ensure that the staff recruited are trained for their roles; and
- take any measures that will promote and achieve any of the objects of the Home Committee.

Chairman

Ms Mabel Goh Mui Ngim

Vice Chairman

Ms Lim Ling

Honorary Secretary

Mr Lyleson Chua Wen Yaw

Honorary Treasurer

Mr Aston Zhuo Jinwei

Members

Mr Jimmy Ho Ji Meng, PBM
Mr Lim Kim Thye (As of 01 Feb 2026)
Mrs Deby Sarojiy Pala Krishnan
Ms Tan Hwee Sian
Dr Wong Chia Siong

Community Care Management Committee (CCMC)

The Community Care Management Committee (CCMC) held four meetings during the financial year. In carrying out its functions as specified in the terms of reference, the committee may:

- set goals, directions and policies for the Centres' operation
- review the Centres' programmes to ensure compliance with legislations, funding requirements and good service delivery
- review and provide oversight in the Centres' financial affairs including the preparation of annual budget, setting fees, and approving subsidies on fees to ensure it sustainability.

Chairman

Mr Tan Han Tong Lawrence, PBM
(As of 01 Oct 25)
Mr Siu Yow Wee (Until 30 Sep 25)

Vice Chairman

Mrs Deby Sarojiuy Pala Krishnan
Mr Tan Han Tong Lawrence, PBM
(Until 30 Sep 25)
Mr Sowaran Singh (As of 01 Oct 25)

Honorary Secretary

Mr Liong Yuen Ming

Honorary Assistant Secretary

Ms Lim Ling (As of 01 Oct 25)

Honorary Treasurer

Mr Chin Chee Kong Roy

Members

Mr Clifford Keong
Dr Jagadesan Raghuram
Ms Lim Ling (Until 30 Sep 25)
Mr Sowaran Singh (Until 30 Sep 25)
Mr Steven Tan Chwee Hock, PBM
(Until 30 Sep 25)



Remuneration of Three Highest Paid Staff

who each receives more than \$100,000, in bands of \$100,000:

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	3

None of the above staff serve in the Board of charity. The charity has no paid staff, who are close members of the family of the Board members.

No staff is involved in setting his/her own remuneration directly or indirectly.

Reserves Policy

The 4S Reserves Policy aims at ensuring the financial stability and sustainability of the partially or self-funded services/programmes as well as the means for the development of new programmes to meet service needs.

4S shall maintain a reserve up to 12 months of annual operating expenses of its headquarters and programmes that are partially or fully self-funded. The reserves shall be capped at this level unless the Ex-Co decides to revise it upwards or downwards as deemed necessary or as circumstances dictate.

4S' Reserves Position

General Fund (A)	\$4,064,540	\$2,071,896
Restricted Funds (B)	\$14,777,732	\$13,023,009
Total Funds (A) + (B)	\$18,842,272	\$15,094,905
Total Annual Operating Expenditure	\$19,478,151	18,161,774
Ratio of Funds to Annual Operational Expenditure	0.97	0.83

FY2025/2026 FY2024/2025



4S manages four Welfare Homes for destitute individuals and two community-based services. The four Welfare Homes are fully funded by the government, while the two community-based services receive partial funding, with any shortfall covered by 4S. Reserves set aside provide financial stability and support the development of 4S' core activities.

For more information on the charity's reserves policy, please refer to [4S' Audited Financial Statements](#).

Purpose of Restriction/Endowment Funds

The restricted funds are to be used for the following:

- Welfare Homes: To support the operations of the Welfare Homes.
- Community-based Programmes: To support the operations of community-based programs and to provide care for service users.
- Donations: To enhance the well-being of residents or service users, directly or indirectly, in accordance with the donor's specific instructions

For more information on the charity's reserves policy, please refer to **4S' Audited Financial Statements**.

Conflict of Interest

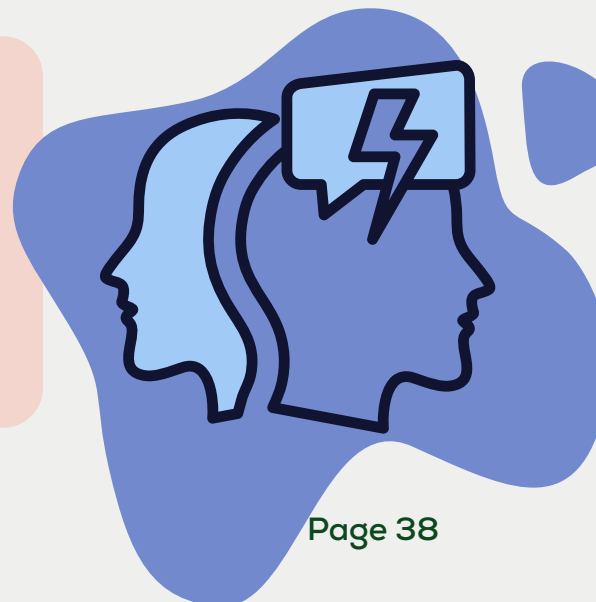
All Board members and staff are required to comply with the charity's conflict of interest policy.

The Board has established documented procedures for Board members and staff to declare actual or potential conflicts of interest regularly or as needed.

Additionally, Board members must abstain from and not participate in decision-making on matters where they have a conflict of interest.

Whistle-Blowing Policy

Our charity has implemented a whistle-blowing policy to address concerns regarding potential wrongdoing or improprieties in financial or other matters within the organisation.



Governance Evaluation Checklist

Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity's infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Partial Compliance	Currently the Audit Committee functions are carried out by both the Executive Committee and Finance Committee. There are plans to establish a standalone Audit & Risk Committee following the amendment of the Constitution to increase the number of Ex-Co members.
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	

Governance Evaluation Checklist

Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's 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	
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	
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	
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	Partial Compliance	A board member has been retained beyond 10 consecutive years of Board service because of his relevant financial and governance expertise, strong institutional knowledge and active contribution as Treasurer. He provides valuable guidance to Management and actively supports the development of fellow Board members. The Board is undertaking succession planning, and the board member is supporting the identification and orderly transition to a suitable successor when appropriate. This Board member has not held the Treasurer position for the past four years.

Governance Evaluation Checklist

Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
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	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	

Governance Evaluation Checklist

Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Partial Compliance	Operational risk factors (such as emergency response procedures, pandemic preparedness etc) are documented in our BCM plans and highlighted and discussed at Ex-Co meetings or in ad-hoc manner when necessary. Controls and proposed solutions are discussed to mitigate the risks and progress updated. For finance-related risks, this is done through formalised budgeting, monitoring, and reporting processes with oversight from the Finance Committee and Ex-Co (which carries out Audit Committee functions). There are plans to establish a standalone Audit & Risk Committee, and a consultant may be engaged to develop a risk management matrix with key risk identification, measurement of impact, controls for mitigation of risks and regular review of risk.
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	Partial Compliance	4S has internal policies and procedures covering the key areas listed. However, some of these policies and manuals are due for review. A review is currently underway, with updates and approvals to be completed where necessary.

Governance Evaluation Checklist

Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Partial Compliance	Currently the Audit Committee functions are carried out by both the Executive Committee and Finance Committee. There are plans to establish a standalone Audit & Risk Committee.
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	Partial Compliance	These tasks are currently handled by both the Executive Committee and the Finance Committee. However, there are plans to establish a standalone Audit & Risk Committee, which will work alongside the existing committees on matters related to risk management.
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	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	

Governance Evaluation Checklist

Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	



Locate Us

Residential Care

Acacia Home
30 Admiralty St
Singapore 757441

Bukit Batok Home for the Aged
11 Bukit Batok West Ave 2
Singapore 659205

Tembusu Home
2 Buangkok Green
Singapore 539749

Thuja Home
4 Buangkok Green
Singapore 539750

Community Care

4S Active Ageing Centre @ Eunos Crescent
3 Eunos Crescent, #01-2585
Singapore 400003

4S Eldercare Centre @ Eunos Crescent
31A Eunos Crescent, #06-01
Singapore 401031

 4s.org.sg

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 6015 0737

 admin@4s.org.sg

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