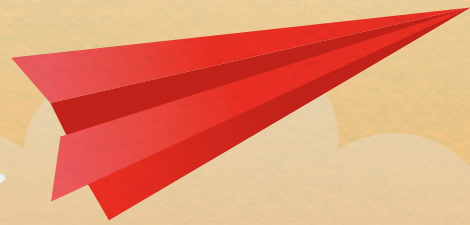




Broadening Horizons, Impacting Lives



ANNUAL REPORT 2024

TOUCH Community Services Ltd | TOUCH Family Services Ltd

Vision 2030

Strong Families. Caring Generations.
Enabled Communities.

Mission

To Inspire Hope and Impact Lives,
because People Matter.

Our Story

We believe in a community where everyone can progress and be empowered and valued. We provide hope and stability in times of turbulence and uncertainty and enable our community to grow in confidence and resilience. To meet the changing needs of our community and stay responsive to future challenges, we are driven by an innovative spirit and we equip the organisation and community to be digitally ready. We work in close collaboration with like-minded partners and individuals to strengthen communities for a resilient future.

About TOUCH

TOUCH Community Services Ltd (TOUCH) is a not-for-profit charitable organisation officially registered in 1992. It was granted charity status and became a full member of the National Council of Social Service on 12 December 1994. TOUCH is an Institution of a Public Character (IPC) under the Charities Act, and this status was renewed on 1 October 2024 through to 31 August 2027.

Since 1992, TOUCH Community Services has served people of all ages, races and religions to see sustainable change and transformation in their lives. We believe in the worth and potential of every child, youth at-risk, family in need, caregiver, senior and person with special or wellness needs to grow, participate and contribute in the community. In the year under review, TOUCH served over 216,000 individuals.



TOUCH Heartbeat

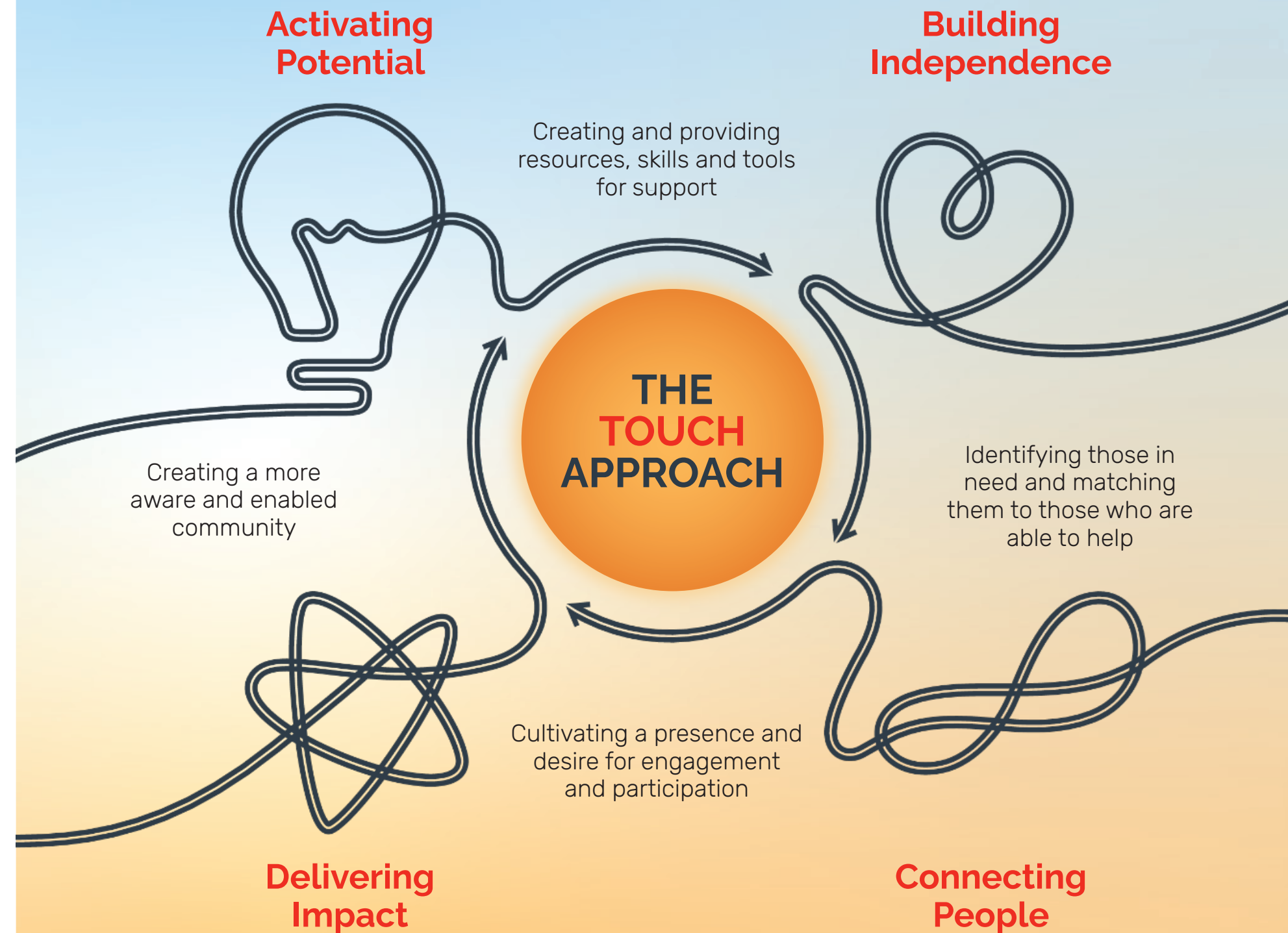
At TOUCH,

We **ACTIVATE** Potential, giving our clients a sense of self-worth by helping them discover their potential and interests.

We **BUILD** Independence, equipping them to take control of their lives by building their confidence, skills and support systems.

We **CONNECT** People, creating opportunities for clients, volunteers and supporters to connect with one another, so that they actively participate and contribute in the community.

We **DELIVER** Impact, developing sustainable solutions and initiatives to make a real difference in our society.



➤ Chairman's Message

2024 marked a significant chapter in TOUCH's journey of service – a year in which we broadened our horizons to meet evolving needs, while staying anchored in our mission to impact lives meaningfully.

IMPACTING LIVES – A COMMUNITY EFFORT

With the unwavering support of our partners and more than 17,300 dedicated volunteers, we reached over 216,000 individuals and families across Singapore in 2024. It has been a privilege to walk alongside them, sharing in their journeys and supporting their aspirations for a brighter future. We are deeply honoured to have played a part in their progress and to have witnessed their resilience and successes along the way.

INSPIRING HOPE IN MOMENTS OF DARKNESS

At TOUCH, our work is driven by the belief that with the right support, individuals from any background can make meaningful progress toward stability and independence. One example is Mdm Shan Shan, a single mother of four young children, who has made significant strides after joining *Project 1,2,3!* (P123), a programme by TOUCH Family Support.

Before joining the programme in 2022, Mdm Shan Shan struggled to make ends meet. She job-hopped from one part-time role to another and eventually worked as a bus attendant to support her household. However, her salary was barely enough for the family to get by. Her irregular and ad-hoc working hours also prevented her from spending quality time with her children. She was constantly stressed by her financial situation and felt guilty about not being there for her children.

Through P123, Mdm Shan Shan received dedicated guidance from a Job Coach and Social Worker, who worked together to address complex family issues with the aim of helping her find a full-time and higher paying job. As part of the programme, she also attended a Self-Discovery Workshop,

where she discovered her strengths and skillsets and gained encouragement from other peers who were in a similar situation. From there, she enrolled herself in a three-month English language course to boost her confidence when conversing in English.

With help from her job coach, Mdm Shan Shan eventually secured a full-time job at a printing company and has been a committed employee there for more than two years.

Today, Mdm Shan Shan is financially independent and better equipped to manage her household. Her children now benefit from a more stable and secure home environment.

Stories like Mdm Shan Shan's remind us of the importance of staying committed to our mission of inspiring hope and impacting lives. With the right amount of support and mentoring, families can move from vulnerability to resilience – creating lasting change not only for themselves but for the next generation.

RECOGNITION OF EXCELLENCE

Our commitment to serve with professionalism, purpose, and passion continues to guide our journey. We are deeply encouraged and humbled by the recognitions that TOUCH received in 2024.

Among the notable accolades was the Charity Transparency Award that TOUCH Family Services Limited was conferred by the Charity Council for good transparency standards. This accolade affirms our long-standing commitment to ethical stewardship, and transparency in all that we do. It speaks of the trust placed in us by our donors, volunteers, and partners, and our unwavering dedication to steward our resources with integrity and care.

We were also awarded the Outstanding Award at the Wofoo Asian Award for Advancing Family Well-Being 2024, organised by the Consortium of Institutes on

Family in the Asian Region (CiFA). As the sole award recipient from Singapore, the regional recognition affirms the impact of *Project 1,2,3!* in empowering low-income families and fostering long-term resilience through sustainable employment.

In addition, TOUCH Young Arrows (TYA) was honoured with the People's Association Community Spirit (PACS) Merit Award, in recognition of its unwavering commitment to supporting children from lower-income families in the Braddell Heights Division. It was also recognised with the MSF Community Cares Award, affirming its role as a trusted partner of the Social Service Offices (SSOs) at Sengkang, Serangoon and Hougang in bridging the digital divide faced by low-income families since 2022.

For its innovative work in empowering families to navigate the online world safely and meaningfully, TOUCH Cyber Wellness was conferred the Digital for Life Catalyst Award. The award recognised our efforts in equipping parents and educators on navigating the digital world with their children through the *First Device Campaign*.

Five of our staff were also honoured for their dedication at the Healthcare Humanity Awards and one staff was recognised with The Enabling Buddy Award by SG Enable for her commendable efforts in providing natural support at the workplace for employees with disabilities. These individual awards reflect the heart of TOUCH's care philosophy, which is anchored in compassion, dignity, and the belief that every person matters.

REMAINING TRUE TO OUR MISSION

As we broaden our horizons and continue to adapt to an ever-changing landscape coupled by evolving community needs, our mission remains clear – to Inspire Hope and Impact Lives, because People Matter. Guided by our Vision 2030 of Strong Families, Caring Generations and Enabled Communities, we are committed to building a more inclusive and resilient society where everyone can

thrive. With the continued trust and support of our partners, volunteers, and supporters, we will press on in our journey to uplift lives, empower communities, and create lasting change for generations to come.



KWONG KIN MUN
Chairman

“
We are committed to building a more inclusive and resilient society where everyone can thrive.
”



➤ Chief Executive Officer's Message

This past year has been a significant one for TOUCH Community Services, marked by new opportunities, growth, innovation, and deeper community engagement. The theme of this year's annual report, *Broadening Horizons, Impacting Lives*, reflects our intentional efforts to expand our services and programmes, so we can better meet the diverse and evolving needs of those we serve across the island.

In the year under review, our services and programmes met the needs of over 216,000 individuals, including families, children, youth, caregivers, seniors, and persons with special and wellness needs. As we broadened our reach across different segments of society, our mission remained clear – to inspire hope and impact lives. The expansion plans on the cards are not just about doing more, but about doing better: creating meaningful impact, fostering inclusion, and building stronger support systems for individuals and families in every stage of life.

Our efforts in uplifting lives is guided by five strategic thrusts: People, Programme, Partnerships, Platform, and Public – ensuring that our work is carried out with purpose and clarity.

PEOPLE – INVESTING IN OUR GREATEST ASSET

At the heart of TOUCH is our dedicated team of employees. As we expand into new areas of work and plan for future growth, we are equally committed to nurturing our people – empowering them to realise their potential and create meaningful impact in the community. In 2024, we launched *LevUp* – an organisation-wide initiative to strengthen staff engagement and support continuous learning. Through wellness activities, social engagements, and cross-departmental sharing sessions, *LevUp* has fostered stronger

bonds across teams, deepened employees' mutual appreciation of one another's contributions and fostered inter-department collaborations for better programme outcomes.

PROGRAMME – DRIVING INNOVATION IN CARE AND EMPOWERMENT

As we dived into another year of impacting lives, we designed programmes to empower and build independence and resilience in our clients.

With the support of SG Enable, we piloted *RAISE*, a holistic home-based training programme that empowered 25 persons with special needs and their caregivers to live more independently in the community.

We also supported 75 artists with special needs to earn an income through *JOURNEY*, an award-winning brand under TOUCH. As part of *JOURNEY*'s 5th anniversary celebration, the brand launched its first National Day apparel collection designed by its Special Artists, celebrating inclusiveness as a nation through art.

Some 5,496 caregivers in the community were also supported through programmes by TOUCH Caregivers Support Group. One of the programmes piloted by the group last year is Carer Lighthouse – a caregiver support group and two-month programme equipping caregivers with coping and navigation skills, while building friendships among them to create a natural and sustained support network.

The year also marked the successful completion of the 3-year pilot of our Reablement programme, which empowered 166 seniors in regaining their independence, reducing their reliance on care services and their caregivers. Funded by Tote Board and externally evaluated by the National University of Singapore's Health

Intervention & Policy Evaluation Research (HIPER), the programme demonstrated positive outcomes in clients' independence, well-being and social participation while also reducing caregiver strain. These results affirm our commitment to innovative, evidence-based programme design. We look forward to collaborating with our healthcare and community partners to scale the Reablement programme and support more seniors in leading active, fulfilling lives in their golden years.

As we design initiatives within the organisation to better meet the community's needs, we are grateful for appointments by government agencies which allowed us to expand our reach and deepen our impact. TOUCH was appointed the KidSTART service provider for Punggol; the operator for the Enabling Services Hub (ESH) serving the Jurong, Clementi and Queenstown regions; and the CREST provider for Sembawang Central and Canberra – which have enabled us to better serve vulnerable families and children, persons with disabilities and their caregivers, and seniors living with or at risk of dementia, depression, and other mental health conditions.

PARTNERSHIPS – COLLABORATING FOR COLLECTIVE IMPACT

At TOUCH, strategic partnerships with the people, public, and private sectors remain a cornerstone of our work. By combining expertise, resources, and networks, we co-create more holistic and sustainable solutions – strengthening our collective impact and working together to build a more inclusive, empowered, and resilient society for all.

In our ongoing effort to advance mental health awareness and inclusion, we co-led the Beyond the Label (BTL) 2.0 campaign with the National Council of Social Service (NCSS). Now in its third year, BTL2.0 continues to make meaningful strides

“

Our efforts in uplifting lives is guided by five strategic thrusts: People, Programme, Partnerships, Platform, and Public – ensuring that our work is carried out with purpose and clarity.

”



➤ Chief Executive Officer's Message

in reducing mental health stigma and promoting social inclusion for individuals with mental health conditions. Since its launch in 2022, BTL 2.0 has reached and empowered over 110,000 individuals across schools, workplaces, and the wider community – equipping them with practical skills to support their own mental well-being and to care for the mental health of those around them.

As a pioneer in cyber wellness education, we continued to drive efforts in promoting safe and responsible digital habits in the community. We were privileged to collaborate with TikTok on *Our Digital Journey*, an initiative that empowered parents with the tools and strategies needed to guide their children in navigating today's ever-evolving digital landscape. Such partnerships reflect our shared commitment to building a safer, more resilient online community.

To promote active ageing among seniors and advocate for a dementia-friendly society, we partnered with the AMK Partners' Network to organise the Walk2Remember Walkathon in conjunction with World Alzheimer's Month. We were encouraged by the strong turnout, with participants of all ages coming together to walk in support of the dementia community.

In the year under review, we were honoured to join the Intercontinental Alliance for Integrated Care (IAIC). We are grateful for the opportunity to advance thought leadership on integrated care nationally and internationally, and are looking forward to embarking on a study on Digital Inclusion for Ageing Well, reinforcing our role in shaping inclusive care systems for the future.

We also extend our heartfelt appreciation to all 17,393 of our volunteers, whose time, talents, and

tireless efforts have made a lasting difference in uplifting the lives of those we serve every day.

PLATFORM – LEVERAGING INNOVATIVE AND SAFE SPACES TO SERVE BETTER

While sound programme design is essential to meeting the evolving needs of the community, creating the right platforms and touch points is equally critical to ensuring that our clients and stakeholders are served in the most effective and meaningful way. Whether through digital solutions that enhance accessibility or thoughtfully designed physical spaces that promote connection and care, we remain committed to elevating the way we serve. These platforms are more than just a space – they are vital bridges that connect individuals to hope, resources, and a supportive community.

In 2024, our Youth Integrated Team established its presence at grovve at 'SCAPE, an integrated wellness centre initiated by NCSS and designed for youths. Together with other social service agencies in the shared space, we formed a youth mental health collective, offering safe spaces and peer support to address the rising mental health needs among young people.

We also unveiled a new user-centric TOUCH website, improving accessibility and ensuring that help is just a click away for those who need it. The revamped website enhanced the security and ease of organising ground-up fundraising initiatives, empowering both corporates and individuals to mobilise their networks in giving back and creating meaningful impact.

We are also in the process of establishing four new TOUCHpoints – two in the eastern region to better support persons with special needs, youths, families, and residents; and two in Ang Mo Kio

and Sembawang to serve the senior population and promote active ageing within the community. We look forward to launching these new TOUCHpoints in FY2025 as part of our continued efforts to bring services closer to the community.

PUBLIC – UPHOLDING TRUST AND RESPONSIBILITY

At TOUCH, we recognise that strong governance and transparency form the foundation of meaningful and sustainable impact. They are essential in our pursuit of public confidence and sectoral excellence.

Hence, we are honoured that TOUCH Family Services was conferred the Charity Transparency Award in 2024. This recognition, which celebrates excellence in governance across the sector, is a testament to our continued efforts to uphold the highest standards of integrity as we serve the community.

Over the years, we have remained steadfast in upholding strong corporate governance and delivering sustainable, people-focused solutions that uplift the community. While we continue to make integrity and transparency a priority, we are also deepening our commitment to environmental sustainability – recognising that caring for our planet is integral to our mission and long-term impact.

Starting from this year's Annual Report, TOUCH will be outlining our approach in meeting environmental targets set, to achieve potential cost/energy savings as part of sustainable operational practices.

OUR COMMITMENT TO THE COMMUNITY

As we look ahead, we remain committed to journeying alongside the community with hope,

“

The expansion plans on the cards are not just about doing more, but about doing better: creating meaningful impact, fostering inclusion, and building stronger support systems for individuals and families in every stage of life.

”

resilience, and compassion. Empowered by our partners and supporters, we will continue to uplift lives, enable independence, and build a Singapore where no one is left behind – while broadening our horizons to meet evolving needs with an innovative spirit. Let's inspire hope and impact lives together!



JAMES TAN
Chief Executive Officer

➤ Board Structure

**Lawrence Khong
Kin Hoong**
Emeritus Chairman
(1 December 2023)

BOARD OF DIRECTORS*
For TOUCH Community Services Limited (TCSL) and
TOUCH Family Services Limited (TFSL)

DIRECTORS

Kwong Kin Mun Chairman Banker (2 March 2015)	Christine Cheah Business Lead, Digital Transformation (2 March 2023)
Kenneth Au-Yong Lawyer (11 May 2010)	Christine Low Senior Business Advisor, Chemicals & Products (25 May 2023)
Wan Siu Khuan Business Owner (15 June 2015)	Glenn Seah Head of Legal, Compliance and Corporate Secretariat (25 May 2023)
Kuok Lay Hoon HR Consultant (28 June 2016)	Carol Ma Associate Professor, Gerontology Programmes (20 March 2024)
Tan Ee Shien Senior Consultant – Paediatrics & Genetics (18 May 2017)	
Cheng Huey Teng Principal (1 June 2021)	

BOARD COMMITTEES**

Audit	Wan Siu Khuan Glenn Seah
Programme & Services	Kenneth Au-Yong Tan Ee Shien Carol Ma
Fund Raising	Christine Low Wan Siu Khuan
Appointment, Nomination	Cheng Huey Teng Kuok Lay Hoon
Human Resources	Kuok Lay Hoon Kwong Kin Mun
Finance & Investment	Kwong Kin Mun (Treasurer) Christine Cheah

At the general meeting, one third of the directors shall retire from office and retiring directors can be re-elected as stipulated under the Articles of Association.

** Information correct as at 31 March 2025.

➤ TOUCH Services

Wef Apr 2025



* Includes IA which reports functionally to Audit Committee

** Appointed as KidSTART agency for Punggol region from 1 April 2024 – 31 March 2026

*** Appointed by SG Enable as the Enabling Services Hub provider for Jurong from 1 July 2024 – 30 June 2027

➤ TOUCH Executive Leadership



JAMES TAN
Chief Executive Officer



LEONG LAI CHENG
Chief Operating Officer



ANITA LOW-LIM
Chief Transformation Officer
Wellness
Partnership &
Volunteer Management



JULIA LEE
Group Head
Professional Deputies & Donees



EMILY LEONG
Group Head
Human Resources



JOYCE ANG
Group Head
Integrated Family



JUNE SIM
Group Head
Caregivers Support
Developmental &
Therapy Services



WONG LI PENG
Group Head
Elderly



PEARL PEH
Group Head
Strategic Communications
Special Assistant to CEO



ANG CHIEW GEOK
Group Head
Special Needs



ANDREA CHAN
Group Head
Counselling &
Psychological Services

➤ Corporate Governance

BOARD'S CONDUCT OF ITS AFFAIRS

The Board's conduct of its affairs is set out in the Board Policy.

The Board works with the Executive Leadership Team to lead and manage the Organisation. The Board provides guidance to the Executive Leadership Team and delegates the formulation of policies and the day-to-day management to the Chief Executive Officer, James Tan, and the Executive Leadership Team. The Executive Leadership Team remains accountable to the Board.

To assist the Board in the execution of its duties, The Board has delegated specific functions to the Board Committees. Each of these Committees operates within the Terms of Reference approved by the Board, a copy of which is on page 22.

The Board's decision and approval is required for the following matters:

- Corporate and service strategies and restructuring;
- Policies, standard operating procedures and manuals;
- Annual budget and funding;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Director;
- Any material and significant matter.

The Board meets at least four times a year with a quorum of at least three members. The Board Committees meet at least one to three times a year.

The number of meetings attended by the Board during the financial year are as follows:

Board Meeting Attendance Record	
Names	Attendance
Kwong Kin Mun	5/5
Au-Yong Kenneth	4/5
Carol Ma Hok Ka	2/5
Cheng Huey Teng	5/5
Christine Cheah	5/5
Christine Low	3/5
Glenn Seah	5/5
Kuok Lay Hoon	3/5
Tan Ee Shien	3/5
Wan Siu Khuan	2/5

Attendance is indicated as number of meetings attended over number of scheduled meetings for the term. As TOUCH Board Directors may be appointed in different periods during the term, the number of scheduled meetings for each Director's attendance may vary.

The Board members also participated in decision-making through other means (such as electronic communications and approving resolutions in writing).

All newly appointed Directors are briefed by the Chief Executive's Office on the operations and strategic plans of the Organisation to enable the Directors to discharge their duties effectively. The induction includes:

- **TOUCH's Organisational Information**
 - » TOUCH's vision, mission and core values
 - » TOUCH's history and timeline
 - » Current operations and strategic plans
 - » Current approved budget
 - » Latest financial statement, annual reports & audit reports
- **Governance and Legal Information**
 - » Laws and regulations governing TOUCH
 - » Board policies and key financial, human resource, anti-fraud and whistle blowing policies

➤ Board Responsibilities

- » Board structure
- » Board committees and roles
- » Conflict of interest policy
- » Overview of stakeholder communication policy

➤ Key Contacts

- » Board of directors list
- » Key staff list

The Directors are encouraged to attend training programmes, seminars and workshops organised by professional bodies as and when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape. The Organisation will, if necessary, organise briefing sessions or circulate memoranda to Directors to enable them to keep pace with these changes.

BOARD COMPOSITION AND MEMBERSHIP

All the Directors are independent and do not receive any remuneration for the services to the Organisation. New appointments of Directors are recommended by the Nominations Committee and are selected based on the following:

- Knowledge and Community Experience of TOUCH (E.g.: Their contribution in joining organising committees for Events like Charity Golf and Charity Gala)
- Alignment to TOUCH's vision, mission and core values, as well as stand on family
- Management experience in corporate/civil service
- Diversity, including but not limited to gender, ethnicity, race and disabilities
- Specific skills such as finance, audit, legal, information technology, governmental affairs, public relations, education, human resource development, healthcare etc

With effect from 1 December 2023, Mr Kwong Kin Mun took over as Chairman of the Board of Directors from Mr Lawrence Khong. Mr Kwong Kin Mun brings with him extensive corporate experience, having spent the last 40 years in the banking and finance industry.

As Mr Kwong would have served 10 years on the Board of Directors by March 2025, he retired and was re-elected as Director in August 2024 for another 3-year term. He will continue to

helm the Board as Chairman for another term to ensure continuity.

Mr Lawrence Khong has assumed the role of Emeritus Chairman.

TOUCH's Board of Director, Au-Yong Kenneth, who has been with the Board since May 2010, was re-elected as Director last year for another 3-year term to continue to act as a legal advisor for TOUCH Professional Deputies and Donees (PDD). TOUCH has a team of PDD registered with the Office of Public Guardian and officially launched this service in July 2019 to safeguard the interests of vulnerable adults in our society, helping them to make key decisions affecting a person's property, affairs and personal welfare.

BOARD PERFORMANCE

The Appointment/Nomination Committee will assess the performance of the Board as a whole and its Committees will ascertain key focus areas for continuous improvement. The performance criterion for the Board evaluation includes amongst others, composition structure and size of the Board, Board processes, Board information and accountability, Board performance and constitution of the Board Committees' delegated roles. Each Director is required to complete a Board evaluation form. The completed forms are collated by the Appointment/Nomination Committee and a consolidated report is presented to the Board with a view to enhancing the effectiveness of the Board Committees and the Board as a whole.

Board Renewal

TOUCH is committed to board renewal and actively engages potential candidates from various sectors and volunteer pool to serve as Board members. A clear process is put in place to attract quality candidates by getting them involved with events such as Charity Golf and tech projects. Potential candidates get the opportunity to understand TOUCH's work better through such involvement.

At the Annual General Meeting, one-third or the nearest one-third of the number of Board members shall retire. The members to retire shall be those who have been longest in office since their last election. The retiring Board member shall be eligible for re-election. Any newly appointed Board member shall hold office only until the next AGM and shall then be eligible for re-election. Term limits are established for Board members, as stated in the Board Policy Manual.

With the revised code of governance which will take effect from 2024, TOUCH has put in place the following succession plans for Board members who have served 10 years:

- All Board members should submit themselves for renomination and re-appointment once every three years.
- Board members can serve for three consecutive terms of three years each.
- Extension beyond 10 years must be deliberated and approved at the General Meeting and reasons for the extension and succession plan to be disclosed in Annual Report.
- Annual review on the potential successors for all Board members who are reaching service of 10 years.

ACCESS TO INFORMATION

The Chief Executive's Office provides the Board with information considered necessary by the Board in discharging its responsibilities. This information includes background and other explanatory information relating to matters brought before the Board, annual reports, budgets and summarised quarterly management accounts highlighting material variances between actual results and budgets/forecast/past results.

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board has overall responsibility of the charity's key risks to safeguard the charity's interests and its assets. They have an oversight function, ensuring that processes are in place, adequate and effective in fulfilling the mission of TOUCH. The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Executive Leadership Team. In management and monitoring the internal control systems, TOUCH uses an Integrated Risk Management and Internal Controls Framework.

TOUCH has outsourced its Internal Audit (IA) function that reports to the Audit Committee, independently. Annually, the IA function conducts a Risk Assessment to logically draft an Audit Plan that is presented to the Audit Committee for commissioning. Apart from Risk Assessment and Exposures, this audit plan also takes into

consideration inputs from the Executive Leadership Team, referring to the Audit Universe of TOUCH.

In Risk Assessment, the following areas are considered:

- i. Strategic
- ii. Operations and programme management
- iii. Governance and compliance
- iv. Human resource
- v. Volunteer management
- vi. Financial management
- vii. Fundraising
- viii. Public image
- ix. Fraud/illegal activities

FRAUD RISK MANAGEMENT

To promote consistent organisational behaviour to prevent and detect fraud, TOUCH has developed a Fraud Risk Management Plan which provides guidelines and assigns responsibility when conducting investigations. Any irregularity that is detected or suspected must be reported immediately to the Chief Operating Officer (COO), who reports the irregularity immediately to the Audit Committee. The COO will be responsible to coordinate all investigations with the Chief Executive's Office and other affected areas, both internal and external.

AUDIT COMMITTEE

The Audit Committee meets two times in the year, reviewing the state of governance, as well as ensuring that programmes and services maintained a sound state of internal controls. The Audit Committee reviews the adequacy of the financial, operational and compliance controls for all the services, on a rotational three-year basis.

The Audit Committee ensures that the approved audit recommendations are adequately followed up by the Executive Leadership Team and is satisfied that the current state of internal controls is sufficient for TOUCH to achieve its objectives.

The Audit Committee has put in place a whistleblowing policy, whereby staff or any other person may raise concerns about possible improprieties in matters of financial reporting, fraudulent acts and other matters and ensure that arrangements are in place for independent investigations of such matters and appropriate follow up actions.

➤ Policy Statements and Practices

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) POLICY

Stewarding for a Sustainable Future

TOUCH is committed to serving those in need, building a community where everyone can be someone, and helping individuals be resilient and confident of the future.

We choose to be sustainable in how we work and are guided by the strategic pillars of 5Ps – *People, Programme, Platform, Partnership, Public*. These 5Ps form the core of sustainable development in the community that we serve.

As responsible stewards of the resources under our care, we aim to uphold standards of environmental stewardship, social responsibility, and ethical governance.

SERVICE AND QUALITY STANDARDS

At TOUCH, we work towards being transparent and accountable to stakeholders to ensure service and quality standards are met through evidence-informed and outcome focused programme design, implementation, monitoring and evaluation. The Impact & Research team works closely with direct services and the partnership team to design evidence-informed and outcome focused programmes. During implementation, the intended outcomes are monitored and at planned time intervals, process and/or outcome evaluation will be conducted. These in turn ensure service and quality standards are adhered to and met.

INFORMATION TECHNOLOGY POLICY

TOUCH is committed to maintain a secure, ethical, and legally compliant IT environment that protects the confidentiality, integrity, and availability of its data and systems. The TOUCH IT Policy, together with the Acceptable Use Policy, establishes a comprehensive framework for the responsible use of IT resources by all TOUCH staff, contractors, volunteers, and third-party service providers. It enforces strict access controls among other measures to safeguard personal and confidential data in accordance with the Personal

Data Protection Act (PDPA) and MSF Data Security Instructions.

TOUCH's Acceptable Use Policy further reinforces responsible user conduct by prohibiting illegal, unethical, or disruptive activities such as unauthorised access, tampering with IT resources, and misuse of email or network services. Through layered cybersecurity and data protection controls, vendor governance, and continuous training, TOUCH ensures that its IT practices uphold public trust, support operational resilience, and align with sector-wide governance standards.

PERSONAL DATA PROTECTION ACT POLICY (AND DONOR CONFIDENTIALITY)

TOUCH respects and honours our sponsors, donors, partners, volunteers and clients; their right to be treated courteously, fairly and have their privacy protected. TOUCH is committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information is given in good faith by sponsors, donors, partners, volunteers and clients and will only be used to maintain or enhance their relationship with TOUCH. Sponsors, donors, partners, volunteers and clients can remove their name from mailing lists upon sending their requests to TOUCH.

TOUCH also maintains a high level of confidentiality with respect to donor information. Donors' name or other details will not be published in any corporate collaterals or publications unless there is a partnership agreement between TOUCH and the donor.

TOUCH has put in place procedural, physical and electronic means to safeguard the personal information of our sponsors, donors, partners, volunteers and clients and will not rent, exchange or sell mailing lists of our sponsors, donors, partners, volunteers and clients to other organisations.

Sponsors, donors, partners, volunteers and clients' information may be kept both in hard copy and/or electronic forms. In either case, TOUCH

has documented procedures to safeguard this information. Safeguards include storing copies of the information off-site.

FINANCE AND INVESTMENT POLICY

TOUCH has established a Finance Standard Operating Procedure, with documented controls and procedures for financial matters in key areas such as procurement, receipting, payment processes, as well as a system for the delegation of authority and limits of approval.

The Board shall review and approve the capital and operating budgets and plans prepared by management and regularly monitor the expenditure and outcomes of these plans, including the financial status of TOUCH to ensure financial sustainability that is required to carry out organisational activities in the long term.

TOUCH seeks to maintain a reserve of up to 12 months of operating costs. This is to allow a lead time to take the necessary measures to channel support for our work, re-assign beneficiaries or re-deploy staff if anything should happen that will threaten our income stream. The reserves will be regularly reviewed by the Board to ensure that they are adequate to fulfil the continuing obligations.

TOUCH has an investment policy that sets out clear and specific guidelines and procedures on investment objective, risk tolerance, investment instruments and horizon to increase investment yield while preserving capital, while exercising prudence and care. The Investment Committee will review the existing investments at least once a year.

FUNDRAISING POLICY

TOUCH conducts all fundraising activities in accordance with prevailing laws, regulations, internal policies, corporate governance practices, and guidelines issued by the Commissioner of Charities (COC). The Fundraising Policy governs the strategic approach to fundraising across the organisation, including the appropriate solicitation of funds, the prudent expenditure of resources, and the management of relationships with TOUCH's supporters, including volunteers and donors. Appeals clearly state their purpose,

donations—especially those for specific causes—are properly ringfenced and monitored, donor information is kept confidential, and all fundraising practices support sound governance and financial sustainability.

CONFLICT OF INTEREST POLICY STATEMENT

TOUCH has also put in place its Conflict of Interest Policy (COI) to protect the Organisation's welfare and best interests over and above all priorities and objectives by striving for objectivity and prevent biasness by fostering transparency and trust. The COI mandates that no staff or Board of Directors may engage in any external interest or business that may undermine or conflict with the Organisation's overall welfare.

The COI and declaration form shall be given to the staff or Board of Directors at the earliest opportunity, such as upon his/her taking up of the employment with or appointment in the Organisation or appointment in or election to the Board. Annual declaration of interests by members of key management personnel and the Board is required. He/she will fully disclose to the Chief Executive's Office or the Board in the event a conflict of interest situation may arise.

LOANS POLICY

TOUCH does not have a loan policy as it does not grant loans to any parties.

REMUNERATION AND PERFORMANCE MANAGEMENT (HR) PRACTICES

The remuneration strategy for key executives (i.e. members of the Executive Leadership Team) and all staff is guided by TOUCH remuneration principles of enabling the organisation to:

- attract and retain candidates with qualifications and experiences that best fit the job;
- ensure a clear relationship between performance and remuneration;
- appropriately compensate employees for the services they provide;
- provide an appropriate level of transparency; and
- ensure a level of equity and consistency across TOUCH.

The Board is responsible for approving remuneration strategy for TOUCH. Each year, the Human Resources Committee will review and advise the Board on proposed remuneration strategy put forth by TOUCH. The key factors taken into consideration for such review are guidelines and recommendations from relevant authorities such as National Council of Social Services, Ministry of Health, Singapore National Wage Council, prevailing economic conditions and the financial position of TOUCH.

TOUCH remuneration consists of fixed remuneration and performance linked bonus.

Performance appraisal in TOUCH is a key HR process to ensure that employees receive performance feedback and establish a clear link between performance and remuneration. The appraisal will be done once a year to review performance in current year and setting objectives for the new work year. The performance rating of the staff, based on his performance review of the preceding year, will be a key factor in determining his salary.

CODE OF CONDUCT

All staff are expected to conduct and carry themselves in a professional manner while at work and to observe Organisation policies and procedures to promote a harmonious working relationship and a conducive working environment. As staffs are representatives of the Organisation, Staff must practise honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

DONATIONS TO EXTERNAL PARTIES

Donations to other charities are conducted out of a spirit of giving to charities with similar vision and mission as TOUCH in collaboration and mutual agreement on programme outcomes.

BUSINESS CONTINUITY PLANNING

TOUCH is committed to securing business continuity to ensure that essential services and corporate practices will be maintained in the event of a significant disruption affecting its operations, and to safeguard the interests of its

key stakeholders, reputation, brand and value creating activities, and that normal services and corporate practices to be restored.

It is our policy to have in place plans that are regularly reviewed and tested. We will ensure all persons connected with the delivery of services are fully aware of their roles and responsibilities in ensuring business continuity.

In the event that harm is caused to the integrity or reputation of TOUCH, a crisis communications plan has been put in place to ensure that a crisis communications team comes up with a plan to implement necessary measures to mitigate harm. When required, designated spokespersons and their roles have been documented as part of media guidelines to restore public confidence. A complaint and feedback management flowchart has also been drawn up as part of crisis management protocol to ensure transparency and clarity.

WHISTLE BLOWING POLICY

A. Purpose

TOUCH is committed to lawful and ethical behaviour in all its activities, and requires that its Board, management, employees and volunteers conduct themselves in a manner that complies with all applicable laws and internal policies. In keeping with this commitment and TOUCH's interest in promoting open communication, this policy aims to provide a means through which employees should raise concerns with the reassurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith.

B. Scope

This policy applies to all TOUCH's employees, including part-time, temporary, contract employees and volunteers

C. Policy

The Whistle-blowing Policy is intended to cover *serious concerns* that could have a *large and detrimental* impact on TOUCH, and the nature of these are non-personal matters including actions that:

1. May lead to financial irregularities;
2. Are unlawful (e.g. theft, corruption, misrepresentation, bribery, kickback or embezzlement;
3. Are not in line with professional code of conduct (e.g. abuse of power, or a deliberate attempt to cover up any of the above;
4. Threats to health or safety of employees and/or the public; or
5. Otherwise amount to serious improper conduct.

VOLUNTEER MANAGEMENT

Volunteers play a key role in TOUCH's 2030 Vision of Strong Families, Caring Generation, Enabled Community. A volunteer management framework, comprising of the seven stages as below, is used to guide Services in the management, equipping, engagement and empowerment of volunteers effectively:

1. Volunteer Vision and Strategic Planning
2. Volunteer Recruitment and Selection
3. Orientation and Training
4. Deployment and Supporting Volunteers
5. Supervision
6. Evaluation
7. Recognition

VOLUNTEER MANAGEMENT POLICY

TOUCH has in place a Volunteer Management (VM) Policy which provides guidance on recruitment, orientation, deployment, and retention of volunteers to our staff responsible for managing volunteers at the various centres. Depending on the requirements of our various services, our VM policy is periodically reviewed to support the evolving scope of work designed for our volunteers.

Volunteers play a key role in not just achieving the organisation's vision in enabling community and building a caring generation but also providing the essential social interaction for our beneficiaries as such interactions were done remotely via online platforms or phone calls, during the circuit breaker. The organisation recognises the importance of having high quality volunteer management

practices. Annual volunteer surveys are being conducted so as to review and enhance our VM processes to make volunteering experiences more meaningful as the social landscape evolves.

ANTI-MONEY LAUNDERING AND COUNTER TERRORISM FINANCING POLICY

TOUCH has in place identification and verification controls to ensure we are aware who are our donors and partners, how the funds are used and are transparent in all our activities. This is to prevent terrorists or money launderers from exploiting vulnerabilities of charities. We also conduct regular reviews of our internal controls, policies and procedures, key programmes, and partnerships to protect ourselves from actual or alleged abuse of fraud, money laundering or support for terrorism.

ANTI-FRAUD POLICY

In April 2025, we updated our Anti-Fraud Policy, which was first written on 26 January 2015.

Fraud is defined as the intentional, false representation or concealment of a material fact for the purpose of which results in financial or personal gain.

The fraud we are addressing in this policy is "occupational fraud" that falls into three primary categories in our Anti-Fraud Policy document:

1. Asset misappropriation involves an employee stealing or misusing the resources of TOUCH.
2. Corruption involves acts that lead to an unfair advantage through wrongful use of influence to secure a benefit causing an unlevel playing field.
3. Financial statement fraud that is a deliberate misrepresentation or intentional omission of the financial condition.

Besides the above, this policy provides information on the investigative roles and responsibilities by various functions in the event a fraud surfaces.

➤ Board Structure – Terms of Reference

BACKGROUND – CODE OF GOVERNANCE (COG) DESCRIPTION

The Board should have committees¹ (or designated Board members) with terms of reference in place to oversee the following areas of governance and operations, where appropriate. The proposed committees and the designated Board members for the organisation are as follows:

1. Audit Committee

The Audit Committee facilitates the external and internal audit of the organisation for the Board to obtain independent information about the organisation's activities. The Audit Committee's responsibilities include the following:

- i. To oversee the financial reporting and disclosure process and monitor the choice of accounting policies and principles.
- ii. To review the audit plans and reports of the external auditors and internal auditors and considers the effectiveness of the actions taken by management on the auditors' recommendations.
- iii. To conduct periodic internal checks on key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements.
- iv. To analyse, monitor and review the key risks that are associated with the organisation at least once a year.
- v. To oversee regulatory compliance and whistle blower guidelines (where applicable)
- vi. To report to the Board of any financial irregularities, concerns, and opportunities.
- vii. To liaise with auditors on any significant matters arising.

2. Programmes and Services Committee

The Programme/Services Committee often comprises Board members who are most familiar with the approaches and operations of the organisation's programmes or services. Depending on its make-up and programmes, this committee's most common responsibilities are:

- i. To oversee new programme development, and to monitor and assess outcomes of existing programmes are in line with the vision, mission, and objectives of the organisation.
- ii. To review programme evaluations and updates of the progress and outcomes of programmes and services and ensure relevance to the evolving social service sector.

3. Fund Raising Committee

The Fund-raising Committee's task is not simply to raise money. Instead, it is responsible for overseeing the organisation's overall fund-raising and the fund-raising done by the Board. To accomplish this, it must undertake the following responsibilities:

- i. To work with staff to establish a fund-raising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc.
- ii. To work with fund-raising staff in their efforts to raise money.
- iii. To identify and solicit funds from external sources of support.
- iv. To take the lead in certain types of outreach efforts, such as chairing a dinner/dance committee or hosting fund-raising events, etc.

- v. To be responsible for involvement of all Board members in fund-raising, such as having Board members themselves make some monetary contributions, and

- vi. To monitor fund-raising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective and transparent.

4. Appointment/Nomination Committee

In some ways the most influential of all committees, the Committee (sometimes called the Nominating Committee/Governance Committee) is responsible for the general affairs of the Board. While the specific tasks of this committee vary greatly from organisation to organisation, they usually include some or all the following responsibilities:

- i. To review the composition of the Board annually to ensure that the Board has an appropriate balance of expertise, skills, attributes, and ability among the Board members.
- ii. To identify potential board member candidates and explores their interest and availability for board service.
- iii. To nominate individual to be elected as members of the board.
- iv. To take the lead in succession planning.
- v. To nominate board members for election as board officers.
- vi. To design and oversee a process of board orientation, training, and self-evaluation.

5. Human Resource Committee

The functions of the HR Committee² include the following:

- i. To review, monitor and make recommendations to the Board on the human resources strategy and policies that pertain to staffing, compensation, benefits,

and related issues of strategic importance that directly affect TOUCH's ability to recruit, develop and retain key staff needed for it to achieve its mandate.

- ii. To approve documented HR policies, including recruitment and talent acquisition, learning and development, HRIS, performance management as well as disciplinary measures.
- iii. To ensure a fair process of determining the remuneration of staff to assist the organisation in attracting, retaining, and motivating staff.
- iv. To ensure compliance with applicable employment laws, guidelines, code of governance, standards and practices.
- v. To review the Code of Conduct for staff and volunteers (where applicable).

6. Finance Committee

The Finance Committee³ (sometimes known as Budget and Finance Committee) is often led by the Board Treasurer. The committee's tasks are as follows:

- i. To review budgets initially prepared by staff, to help develop appropriate procedures for budget preparations, and on a consistency between the budget and the organisation's plans.
- ii. To ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns.
- iii. To recommend financial guidelines to the Board (such as to establish a reserve fund, etc).
- iv. To work with staff to design financial reports and ensure that reports are accurate and timely.
- v. To advise the CEO and other appropriate staff on financial priorities and sustainability, as applicable.

7. Investment Committee

To direct and monitor the investment of the asstes of the charity for the sole interest of the beneficiaries. The Committee is to discharge its duties with due care, skill and diligence as a prudent investor would under natural circumstances. The specific responsibilities of the Committee include the following functions:

- i. To determine the charity’s financial needs to ensure that those needs can be met by cash flows derived from operations, new donations, and investments.

- ii. To determine the charity’s risk tolerance and investment time horizon inconsultation with the management and the Board.
- iii. To ensure that the investment objectives, policies, and guidelines are consistent and appropriate.

¹ Audit Committee: The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee.

² HR policies could cover areas such as recruitment, remuneration, benefits, training, development actions, performance appraisal and disciplinary actions

³ Finance Committee assists the Board in its oversight responsibilities relating to financial issues.

➤ Stewarding for a Sustainable Future



▲ TOUCH’s Staff Day 2024 organising committee incorporating recycled materials into event logistics.

As part of TOUCH’s environmental stewardship initiatives, the Green Ambassadors’ movement was launched to foster sustainable behaviours among employees at TOUCH. Some of the linitatives included reducing plastic usage and the implementation of recycled wastepaper in all TOUCH offices.

During key organisational events such as Staff Day and Town Halls, environmental sustainability best practices were introduced to encourage active staff participation across the organisation. Staff were also introduced to key ESG priorities within TOUCH.

Green Procurement Practices

In addition, green procurement principles were established for the specifications of all major renovation project tenders. This measure ensures that all construction materials, electrical appliances, and water fittings adhere to recognised local and global sustainable standards.

Sustainability Initiatives

- Recycling Efforts
 - » Implemented recycled wastepaper tracking across four TOUCH offices to support 3R strategies (Reduce, Reuse, Recycle).
- Resource Monitoring
 - » Analysed electricity and water consumption in two high-usage offices to recommend

energy- and water-efficient appliances and fixtures for ESG compliance.

- » Results: 3.3% reduction in electricity usage and 10% reduction in water consumption.

➤ Renewable Energy Consumption

- » Engaged Senoko Energy Pte Ltd to provide renewable energy for all TOUCH offices. These include green electricity produced using environmentally-friendly methods (such as solar, wind or hydro).

Key Environmental and Cost Savings



1,830KG
of paper recycled, the equivalent of 43 trees saved



3.3%
savings in electricity consumption



10%
savings in water consumption



Paper cost savings estimated at
\$6,000



Piloted across TOUCH Offices in Bukit Merah and TOUCH Centre for Independent Living (Ubi)



2024 at a Glance



17,393
volunteers



**TOUCHED THE LIVES
OF OVER**
216,000
individuals



REACHED
722,196
users through Facebook
campaigns



**TOUCH CAREGIVERS
SUPPORT GROUP
SERVED**
5,496
caregivers



**REACHED OUT TO
SOME**
31,346
email subscribers with
marriage, family and wellness
tips and resources on a
monthly basis



ONLINE FOLLOWING:
15,447
followers on Facebook
5,686
followers on Instagram
7,181
followers on LinkedIn



**TOUCH ELDERLY
GROUP SERVED**
13,322
seniors



**TOUCH INTEGRATED
FAMILY GROUP SERVED**
48,899
children, youths, parents and
educators



**FEATURED IN THE
MEDIA**
472
times



326,350
Unique Website Page Views



SUPPORTED
1,905
special needs individuals and
caregivers served by TOUCH
Special Needs Group



**PROMOTED CYBER AND
MENTAL WELLNESS TO**
109,049
individuals through the
programmes of TOUCH
Wellness Group



➤ Corporate Highlights

The mission of TOUCH is focused on providing support to families and vulnerable individuals within the community, aiming to ensure that no person is left behind. As TOUCH expands its focus and enhances its services to reach a wider audience in need, the organisation is deeply grateful to its partners and supporters who remain committed to fostering hope and making a significant impact on lives.

Special Appointments in FY2024

- TOUCH was appointed the Regional KidSTART Agency for Punggol by KidSTART Singapore Ltd to support families in providing a strong foundation for their children's growth. KidSTART Practitioners will conduct home visits to engage parents regarding various aspects of child development, including nutrition, health, and social well-being for children aged zero to six. The team, consisting of highly trained practitioners from TOUCH Family Support, offers evidence-based guidance on pregnancy, child development, and assessments of developmental progress from birth.
- TOUCH was appointed by SG Enable as the Enabling Services Hub provider for the Jurong region, aimed at making support services more accessible to Persons with Disabilities.
- TOUCH was appointed the CREST provider for Sembawang Central and Canberra. The Community Resource, Engagement & Support Team (CREST) is designed to establish a



▲ TOUCH's CREST team at an outreach session in Sembawang, reaching out to residents aged 18 and above who are diagnosed with or identified to be at risk of developing dementia, or mental health issues.

community safety network for seniors facing dementia, depression, and other mental health concerns. Through CREST, both seniors and their caregivers will have access to early treatment options and continuous support throughout their mental wellness journey. This programme is part of the Community Mental Health Masterplan, developed by the Agency for Integrated Care (AIC) and the Ministry of Health (MOH).

Beyond the Label 2.0

Launched in 2022, BTL 2.0 is a national movement co-led by the National Council of Social Service (NCSS) and TOUCH to address mental health stigma and promote social inclusion for persons with mental health conditions.

In the year under review, BTL achieved 46,642 physical engagements in over 42 schools, 25 community events and 30 workplace engagements. Its social media campaign efforts

reached over 8 million users and achieved over 68,400 engagements (e.g. likes, shares, and comments).

An evaluation survey with 992 participants, highlighted critical findings: 92.3% recognised the availability of mental health support and resources, and 55.7% reported heightened awareness of mental health issues. 68.6% reported positive attitudes towards persons with mental



▲ From left: Mr James Tan, CEO of TOUCH; Dr Janil Puthucheary, then Senior Minister of State for Health; President Tharman Shanmugaratnam and Ms Jane Ittogi; and Ms Tan Li San, CEO of NCSS; at BTL Fest 2024.

health challenges; 98.9% expressed willingness to support loved ones in need; and 87.7% were willing to seek help for their mental health.

The annual flagship BTL Fest 2024, held from 6 September 2024 at Jewel Changi Airport, was graced by President Tharman Shanmugaratnam,

Ms Jane Ittogi, and Senior Minister of State for Health & Digital Development and Information, Dr Janil Puthucheary. The event drew over 5,000 attendees and achieved an impressive social media reach of 1.85 million and some 44,870 engagements.

Meeting Youth Mental Health Needs with grovve@*SCAPE

TOUCH has established a presence at grovve, Singapore's first integrated wellness centre designed for the youth. Located at *SCAPE, this initiative has been developed in collaboration with the National Council of Social Service (NCSS), the Institute of Mental Health (IMH) through the Children and Adolescents' Mental Health (CHAT) programme, as well as several Social Service Agencies (SSAs) including TOUCH, SHINE, and Brahm Centre. The centre offers a comprehensive range of services including mental health screening, triage, and intervention, along with various general wellness activities to support the holistic well-being of young individuals.

JOURNEY Turned 5 – Launched NDP Capsule

JOURNEY, an award-winning brand under TOUCH, celebrated its fifth anniversary in 2024. It currently supports approximately 70 artists, enabling them to generate income through the sale of their artwork, while also providing access to collaborative opportunities that highlight their

skills and resilience. In August 2024, JOURNEY launched its inaugural National Day capsule, which was prominently featured and worn by Ministers of Parliament Edward Chia and Josephine Teo during the National Day Parade.

Recognition for Organisational Excellence



▲ Ms Julia Lee, Group Head of Professional Deputies and Donees, receiving the CTA.

TOUCH Family Services Ltd (TFSL) was awarded the **Charity Transparency Award (CTA) 2024** by the Charity Council for good transparency standards. This affirms the organisation's commitment to upholding transparency and building public trust in the sector.



▲ The team from TOUCH receiving the Wofoo Asian Award.

As the sole recipient from Singapore, TOUCH was honoured with the **Wofoo Asian Award for Advancing Family Wellbeing 2024 (Outstanding)**, for the impact that Project 1, 2, 3! (P123) has made in the lives of its clients. P123 is initiative is designed to address challenges faced by lower-income families in their pursuit of and maintenance of employment, which is essential for their overall well-being. The programme collaborates with participants to enhance motivation, develop skills, and achieve sustained employment over a two-year timeframe.



▲ Ms Jenny Liew, Head of TOUCH Young Arrows, receiving the MSF Community Cares Award.

The **MSF Community Cares Award 2024** has been awarded to TOUCH Young Arrows in recognition of its initiatives aimed at bridging the digital divide for low-income families through the Digitally Ready Families programme, which has been operational since 2022.



▲ TOUCH CEO James Tan receiving the Digital for Life Catalyst award.

TOUCH was awarded the **Digital for Life Catalyst 2024** for the First Device Campaign, a national programme aimed at equipping parents with essential knowledge and practical strategies for the safe and responsible use of their child's first digital device.



▲ TOUCH CEO James Tan receiving the People's Association Community Spirit (Merit) Award.

TOUCH was honoured with the **People's Association Community Spirit (Merit) Award 2024** for TOUCH Young Arrows' efforts in supporting lower-income families in the Braddell Heights Division.

Five staff from TOUCH Elderly Group were conferred the **Healthcare Humanity Awards 2024** for providing outstanding for going the extra mile to offer care and comfort to those in need.



▲ TOUCH CEO, Mr James Tan, and award winners from TOUCH Elderly Group at the Healthcare Humanity Awards 2024.

Ms Loh Sau Kuen, Senior Art Facilitator at TOUCH Centre for Independent Living, was a recipient of the **Enabling Buddy Award 2024** for providing natural support at the workplace for employees with special needs.



▲ Ms Loh Sau Kuen receiving the Enabling Buddy Award.

Transforming for Organisational Excellence

TOUCH NEW WEBSITE AS USER-CENTRIC PLATFORM

The TOUCH website has been successfully revamped to serve as a more user-centric platform. This update includes a significantly enhanced user interface and overall experience, resulting in increased user engagement and views.

STAFF ENGAGEMENT & EMPOWERMENT, BECAUSE PEOPLE MATTER

- In March 2024, the Human Resources and Impact & Research teams introduced the Level Up Lab, an initiative designed to facilitate staff upskilling and enhance the organisation's impact within the community.
- The Employment Engagement Survey achieved a participation rate of 93%, with an engagement score of 75%, underscoring the organisation's dedication to fostering an engaged workforce.



1
PEOPLE DEVELOPMENT
(competencies & capabilities upskilling)



2
EMPLOYEE ENGAGEMENT
(Learning on the go, increase efficiency at work)



3
TALENT MANAGEMENT & SUCCESSION PLANNING



4
MENTORING & COACHING



5
TRAIN THE TRAINERS
(Sharing and exchanging of knowledge & expertise)

▲ The five pillars of Level Up Lab.

INFORMING PRACTICE & POLICY THROUGH RESEARCH

Impact & Research conducted four conference presentations, with three being delivered at the PAS Summit organised by the Population Association of Singapore, and one presentation at the Ministry of Social and Family Development's Asian Family Conference.

The presentations discussed the instabilities, social capital, and hopes and aspirations of low-

income, single-parent households in Singapore, and implications.

EXPANDING VOLUNTEER ROLES: INCREASING ENGAGEMENT, REDUCING MANPOWER COST

Engaged more than 17,600 volunteers, who contributed over 208,300 hours of service. The estimated value of these volunteer contributions amount to over \$2,585,000.

➤ Partnerships with Corporates and the Community



▲ SP Group volunteers distributing care packs to seniors at a national day celebration event.

SINGAPORE POWER GROUP

Singapore Power provided substantial financing for TOUCH Young Arrows's enrichment programme, which has benefitted over 500 children in their growth and development. In addition to this significant initiative, Singapore Power has shown its commitment to community welfare by distributing power packs to seniors, demonstrating its dedication to supporting the community across all age groups.

NETLINK NBN

For the past three years, NetLink has supported the community by adopting a TOUCH Young Arrows (TYA) club, contributing to the positive development and opportunities for children under the care of TYA. Moreover, NetLink has demonstrated its

commitment to supporting seniors through the IShopUPay programme and Meals-On-Wheels, benefiting over 130 seniors with the support of over 45 corporate volunteers.



▲ NetLink volunteers with TYA clients on an outing at Marina Bay.



▲ Walkathon participants at TOUCH Family Festival.

TOUCH FAMILY FESTIVAL 2024

Aimed at fostering family bonding and community spirit, the TOUCH Family Festival was held at Gardens by the Bay, in support of National Family Week and in partnership with Families for Life under the Ministry of Social and Family Development (MSF) and the Made for Families initiative from

the Prime Minister's Office. Through a variety of engaging activities, the event allowed families to create meaningful experiences and forge deeper connections. The event successfully raised over \$1.1 million and attracted more than 2,800 participants.

WALK2REMEMBER

In commemoration of World Alzheimer's Month, TOUCH partnered with **Allkin Singapore**, **AWWA**, and the **Ang Mo Kio Partners' Network** to organise the Walk2Remember walkathon. Held at Ang Mo Kio Garden West, the event brought

together 400 seniors and members of the public to advocate for a dementia-friendly society. The walkathon served as a platform to raise awareness and foster greater understanding of dementia within the community.



▲ Ms Wong Li Peng (centre), Group Head of TOUCH Elderly Group, in a group photo with Walk2Remember participants and partners.

TOUCH Caregivers Support Group (TCG)



3,682
CAREGIVERS supported



47
CAREGIVERS and clients of ESH@ Jurong attended and benefitted from caregiver initiatives



SUPPORTED
1,208

Care Line callers in service navigation, care options brainstorming and listening ear support.

Of these,

84
calls were related to persons with special needs – a significant increase from 15 the previous year.



REACHED
413
participants through 17 talks, workshops and training sessions to raise awareness about caregivers



▲ Participants at a Carer Lighthouse session.

- Piloted the Carer Lighthouse programme, a two-month initiative designed to connect caregivers with essential support resources. Across three runs, the programme benefited 18 caregivers. It also played a key role in building caregivers' coping and navigation skills, fostering friendships, and establishing a sustainable community support network.
- Launched a Care Line Volunteering programme to expand support for caregivers of persons with special needs. The programme is designed to equip the public with skills for empathetic listening and coordination in caregiving, thereby reinforcing the operations of the Care Line and enhancing overall caregiver support.
- Partnered with TOUCHpoint@Geylang Bahru to foster caregiver communities through the Carer Kampung programme, which engaged 53 caregivers and residents in the Geylang Bahru area.
- Engaged caregivers of persons with special needs through collaboration with ESH@Jurong. The Care Line volunteering programme.
- Both Facebook and Telegram support groups continued to show steady growth in 2025. For caregivers of the elderly, Facebook group membership grew by 8.3% with 141 new members, while the Telegram group saw a 23% increase with 37 new members. Additionally, a newly launched Facebook group for families of persons with special needs welcomed 34 members within the year.



▲ Caregivers participating in a Carer Kampung workshop

TOUCH Elderly Group



SERVED

13,322

elderly clients



SUPPORTED BY

14,964

volunteers



ENGAGED

9,782

seniors through activities by
TOUCH Active Ageing



PROVIDED SOCIAL
SUPPORT AND
INTERVENTION TO

361

vulnerable seniors under
TOUCH Community Case
Management.



EMPOWERED

413

seniors to be independent
again through rehabilitation
programmes



DELIVERED

545,480

meals to some 1,630
homebound seniors through
the Meals-on-Wheels
programme

TOUCH Active Ageing (TAA)

- TAA's Active Ageing Centres (AACs) successfully transitioned to the 2.0 service model, achieving all transitional KPIs and reinforcing its commitment to preventive health, social engagement, and functional ability among seniors.
- TOUCHpoint@Yishun 162 acquired an expansion site at Block 148 Yishun, which will improve physical accessibility and extend services to more seniors residing further from current service points.
- TAA was appointed a new AAC site at Block 335 Sembawang Close to enhance service delivery for seniors in the northern region. Slated for launch in the first quarter of 2026, the centre will offer accessible opportunities for seniors to stay active, socially connected, and supported in their health and wellness journey.
- Renovations at TOUCHpoint@Yishun 162 and 436 have resulted in vibrant and welcoming environments, aligning with Healthier SG and Age Well SG priorities to better engage the younger senior demographic. An official reopening ceremony for TOUCHpoint@Yishun 436 was attended by the Local Grassroot Adviser and Member of Parliament, Mr Derrick Goh.



▲ A senior from TOUCHpoint@Yishun 436 demonstrates how to play the angklung to Guest-of-Honour Mr Derrick Goh, and Mr James Tan, CEO of TOUCH.

TOUCH Community Case Management (TCCM)

- Established connections with 14 external stakeholders to raise awareness of TOUCH's community case management service and the Cancer Support Fund while fostering collaboration with diverse service providers. The Cancer Support Fund has been disbursed to 70 eligible cancer patients, ensuring vital support within the community.
- Invited to join the New Environment Action Team (NEAT), a 28-member alliance led by the Ministry of National Development and Ministry of Social and Family Development, bringing together the social, community and private sectors to create a more holistic and sustainable strategy for addressing hoarding issues.
- Started the Legacy initiative to support the creation of meaningful and enduring memories for seniors and their families by facilitating the sharing of life stories and values.
- Introduced medication supervision service for clients, delivered through home visits and reminders from volunteers, significantly enhancing seniors' overall health and quality of life.

TOUCH Day Rehabilitation Centre (TDRC)



▲ Seniors staying active at a resistance band exercise session.

- Launched the Silver Strength programme in collaboration with TOUCHpoint@AMK 433 and TOUCHpoint@Geylang Bahru as part of the Movement for Health initiative to foster an active lifestyle for seniors through the establishment

of physical activity goals and the introduction of various exercises aimed at combating frailty. A total of 22 seniors from TOUCHpoint@AMK 433 participated in the pilot run.

- Concluded the three-year Reablement Pilot Programme which saw a total of 166 participants served. The external evaluation of the Tote Board-Funded Initiative, conducted by NUS Health Intervention & Policy Evaluation Research (HIPER), has yielded significant insights from 121 completed cases in 2024.

Key results include:

- 80.2% of participants demonstrated improved functional independence.
- 83.9% reported enhanced well-being.

- 36.1% experienced increased social engagement.
- 47.4% showed greater self-efficacy.
- 66.7% indicated a reduction in caregiver burden.

These findings underscore the effectiveness of the Reablement initiative in promoting independence and improving overall quality of life.

TOUCH Home Care (THC)

- A partnership was established with Active Ageing Centres (AACs) to engage active seniors as micro jobbers for Meals-on-Wheels delivery. This initiative successfully activated around 20 seniors from various AACs not affiliated with TOUCH, resulting in the delivery of over 20,700 meals to clients residing near their homes.
- Received a donated wheelchair-accessible van from the Goh Yah Heng Wendy Caring Fund in March 2025, offering seniors who require medical escort services a safer and more comfortable ride.
- In January 2025, Home Health Services launched a collaboration with the National University Health System (NUHS) under the NUHS@Home programme. This initiative enables eligible patients to receive hospital-level care and treatment in the comfort of their homes, reducing the need for hospital visits. Clients' conditions are monitored remotely by a dedicated healthcare team using smart devices, ensuring safe and effective treatment for select medical conditions.



▲ A volunteer delivering meals with Meals-On-Wheels.

TOUCH Integrated Family Group



SERVED
1,167

individuals through TOUCH's Adoption services



RECEIVED
96%

satisfaction rating for TOUCH Adventure's adventure-based learning programmes



TOUCH MARRIAGE SUPPORT
prepared

151

couples for marriage and supported

141

individuals in enriching their marriage during the year.



8,276

PARENTS were equipped through TOUCH Parenting's programmes.



PROVIDED QUALITY PRESCHOOL CARE AND EDUCATION TO

480

children



TOUCH COUNSELLING & INTERVENTION

ensured that

100%

of children from vulnerable families met the minimum school attendance through the SPARKX programme



SUPPORTED

486

children and youths through weekly mentoring sessions with the help of

318

regular volunteers across

23

TYA Clubs.



TOUCH YOUTH ENABLEMENT

served

486

youths across three ITE campuses and virtually.



1,510

VULNERABLE FAMILIES supported by TOUCH Family Support to maximise their potential to achieve upward social mobility by reducing barriers, increasing assets and creating opportunities across life-stages



TOUCH LEADERSHIP & MENTORING

reached out to

3,186

students through various physical, virtual and hybrid programmes.



RECEIVED

1,576

enquiries through TOUCHLine and Help123



TOUCH Adoption

- Following the implementation of the Adoption of Children's Act 2022 on 15 October 2024, it is now a requirement for all pre-adoption and disclosure briefings to be conducted. Adoption applicants must first secure a favourable Adoption Suitability Assessment (ASA) prior to moving forward with the adoption process. As an MSF appointed agency, TOUCH Adoption began offering the following briefings and assessments to facilitate this requirement:
 - » Pre-adoption briefing for Related and Biological adoption
 - » Pre-adoption briefing for Unrelated and Relative adoption
 - » Disclosure briefing for Related and Biological adoption
 - » Disclosure briefing for Unrelated and Relative adoption
 - » Adoption Suitability Assessment for Related and Biological Children
 - » Adoption Suitability Assessment for Unrelated and Relative Children
- Established a new Adoptees Connect group to address the increasing needs of birth searches and provide a supportive platform for adoptees



▲ Adoption staff, Wei Lei, with baby placed in a forever loving family.

to connect and share their experiences. As the service develops, a notable rise in the number of adoptees seeking to locate their birth families and understand their origins has been observed, prompting the inaugural Adoptee Connect event organised on June 2024. One adoptee has successfully reconnected with her birth family, aided by insights gained from fellow participants within the group.

- Organised quarterly social gatherings and annual year-end gatherings for adoptive families to facilitate and strengthen the support for adoptive families throughout their adoption journey.

TOUCH Adventures (TA)

- Partnered with TOUCH Parenting for the National Family Festival at Expo, where they engaged families through a coaster-making activity and explored the concept of love languages.
- Established an Adventure Equipment store and conducted its inaugural live streaming event with JOURNEY, aimed at promoting their products ahead of the gifting season.
- Achieved 165 programme engagements, reaching 60 new schools and organisations. Despite recent challenges, the team has fostered strong relationships with schools and



▲ The teams from TOUCH Adventures and TOUCH Parenting at the National Family Festival 2024.

the community. 96% of participating schools and organisations expressed satisfaction with the delivery and service provided.

TOUCH Child Care (TCC)

➤ Curriculum Rebranding with the H.E.A.R.T Approach

To implement a comprehensive strategy aligned with contemporary early childhood research and the strategic vision of ECDA, the following initiatives have been undertaken to foster safe environments conducive to authentic, exploratory learning experiences:

a. Home-School Partnership: Key initiatives included Home Visits, Parent Functions, Parent Volunteer Programmes, and Classroom Immersion Weeks. Two immersion sessions were held across both centres with over 75% parent participation.

b. Enabling Inclusion: An Early Intervention teacher was added to support educators in managing children with moderate needs, benefiting about 10 children across all five classes at TCC Hougang.

c. Adventure Learning: Termly adventure activities were introduced to promote hands-on learning through sports and outdoor play, with two outdoor events held for all five classes across both centres, involving around 150 children.

d. Reaching the Community: Collaborated with TOUCH Elderly Group and TOUCH Special Needs Group to run two community projects, engaging about 50 K1 and K2 children and five parent volunteers in meaningful service activities.

e. Thoughtful Exploration: Shifted the curriculum to an inquiry-based approach with drama education. Through this approach, TCC Clementi was selected to partner with Gardens by the Bay for the Carnival of Flowers exhibition, involving 20 K2 children, 3 TCC staff, and 15 volunteers from Gardens by the Bay.

➤ Enhanced Educator Training and Curriculum Delivery

In collaboration with The Learning Connection and guided by a Senior Curriculum Specialist, regular professional development sessions were conducted for TCC educators.

- Vanessa Lee, Head of Preschool Services at TOUCH, was designated as an ECDA Pedagogist and a PASTEL Specialist for Inclusive Practices.



▲ Ms. Vanessa Lee, Head of TOUCH Child Care, at the welcome ceremony by ECDA



▲ The Children of TCC at the Gardens by the Bay exhibition with their creations.

TOUCH Counselling & Intervention (TCI)

- MSF's Child Protective Service (CPS) granted a one-year extension of TCI's Trauma Access Services contract, allowing continued support for the reintegration of abused Children and Young Persons with their natural parents or caregivers.
- Started Affair Recovery Intervention (ARI) to provide a therapeutic space for individuals and couples to address emotional challenges, unmet needs, and relationship issues, including

third-party involvement. Through ARI, 19 clients received counselling support, with six cases involving third-party concerns.

- Launched Student Support Intervention (SSI), a brief intervention to help children and youths build socioemotional and executive functioning skills for greater personal effectiveness and well-being. SSI also involves parents to support their development.

TOUCH Family Support (TFS)

➤ Project 1,2,3! (P123)

P123 was recognised with the Outstanding Award at the Wofoo Asian Award for Advancing Family Well-Being for its impact in helping vulnerable individuals secure sustainable employment and improve family well-being. Through the President's Challenge Empowering Life Fund (ELF) Impact Study commissioned by NCSS, P123 was found to be effective in achieving its intended outcomes when compared to four other similar programmes. P123 clients were also shown to be 2-3 times likelier to secure and sustain employment. With its proven effectiveness, P123 has expanded its reach to 58 new clients in 2025.

➤ Preschool Outreach Programme (PSO)

TOUCH has been awarded a two-year tender to deliver outreach and case management services to lower-income families to support them in enrolling their young children to preschools for early education. TOUCH is one of three agencies appointed to this work in Singapore and will serve families in Punggol, Tampines, Pasir Ris, Geylang Serai and Bedok.

➤ HOPE

The HOPE mentoring programme concluded on 31 December 2024 after 13 years, following MSF's review of the programme. In preparation for its closure, TOUCH worked with various community partners to ensure continued

support for clients in areas like financial stability, employment, skills development, and home ownership. Over the past nine years, the programme consistently achieved high client satisfaction, with an average rating of 85% for mentor support.

➤ KidSTART@TOUCH

In April 2024, TOUCH commenced full operations as the appointed KidSTART agency for families with young children aged six and below residing in the Punggol region. To date, the initiative has supported 228 children, focusing on equipping parents and caregivers with skills to strengthen parent-child interactions and promote child development. KidSTART@TOUCH also established partnerships with key stakeholders in the Punggol region to enhance coordinated support for families.



▲ A family supported by the KidSTART programme.

➤ Life's Good Deeds

TOUCH Family Support collaborated with LG Electronics Singapore to initiate a new Home Improvement Programme, titled Life's Good Deeds, aimed at enhancing living conditions for beneficiaries within their care. Through this initiative, LG Electronics Singapore provided 19 fridges, 23 washing machines, and 27 televisions to 46 lower-income families.



▲ A photo commemorating the new Home Improvement Programme in collaboration with LG Electronics Singapore.

➤ Empowerment Workshops

TFS successfully championed the Empowerment Framework for Lower-Income Families in partnership with NCSS. The inaugural Empowerment Workshop Series for Social Service Professionals was launched, with three sessions held on 14 November 2024, 16 January 2025, and 13 March 2025, engaging 25 unique participants.



▲ Participants of an empowerment workshop held in partnership with NCSS.

TOUCH Leadership & Mentoring (TL&M)

- YouthPhoria Revamp: Revitalised and expanded under the TYA framework into a sustained

engagement programme supporting youths from low-income and/or single-parent families.



▲ Participants of a YouthPhoria programme

- National Day Parade: Marked 24 years as a key partner for the National Day Parade (NDP) through the recruitment and training of NDP Motivators.

- Community Problem Solving Challenge (Season 2): Launched for Secondary 2-3 students from five schools through the W.A.K.E. initiative (Wake up). Anticipate. Kickstart. Elevate) to develop youth leaders within the community.



▲ TOUCH Motivators at the National Day Parade

TOUCH Marriage Support (TMS)



▲ Couples engaged in activities to strengthen their bonds at BCCM.

- The marriage enrichment programme “Building Connections, Celebrating Marriage (BCCM)” expanded to seven sessions following positive pilot results observed in 2023. In collaboration with Gardens by the Bay, this initiative facilitated meaningful bonding and vow renewal experiences for 116 couples. The programme also partnered with the Cerebral Palsy Alliance of Singapore to provide essential respite and connection opportunities for couples with children who have cerebral palsy.
- Piloted the SEAL (四道人生) programme, a five-week initiative aimed at fostering healthy connections and enhancing life purpose within the community. 49 seniors across TOUCH's four Active Aging Centres participated in the programme and reported significant improvements in emotional well-being and an enhanced ability to establish healthy relationships.



▲ Seniors participating in the pilot run of the SEAL programme.

TOUCH Parenting



▲ The TOUCH Parenting team with volunteer facilitators and participants of the PEG initiative.

- Engaged over 8,000 parents through parenting talks, workshops, programmes and partnerships with preschools, government agencies and community organisations.
- Launched in February 2025, the Parent Empowering Group (PEG) initiative aims to build a supportive community where parents can learn and grow together, guided by trained facilitators and curated parenting resources. During its pilot phase, PEG brought together 23 volunteers to lead 40 parents from both primary and secondary schools.



TOUCH Young Arrows (TYA)

- Received two national recognition awards, affirming its commitment to supporting children and their families. It was honoured with the MSF Community Cares Award for its impactful work with ComLink+ families through the Digitally Ready Families programme, and the People's Association Community Spirit (PACS) Award 2024 for exemplary community engagement.
- Enhanced its approach to self-discovery and higher-order competencies through the introduction of two new initiatives: Immersive Enrichment and Project-Based Learning, supported by Singapore Power Group. Most significantly, 338 children from lower-income backgrounds successfully overcame barriers to participate in high quality enrichment, achieving an impressive 100% knowledge gain, a 90% overall workshop rating and a 95% attendance rate.
- Corporate partnerships have been notably strengthened during this period.



▲ Children of TYA showing their certificates with great pride, upon completion of a 3-day enrichment programme.

Collaborations with Adopt-A-Club sponsors, including NetLink Trust, Emerson, Senoko Energy, Centurion Corporation, and Cargill, have fostered resilient community development through joint efforts in funding programme outcomes and volunteer engagement in club visits and educational activities. Additionally, a partnership with DBS led to the organisation of the first TYA-wide Christmas movie event, benefiting over 400 children and their family members by creating positive shared experiences.

- Conducted a two-day Volunteer Leadership Training programme at Kampung Siglap, aimed at appreciating, rejuvenating, and equipping volunteer leaders who play a crucial role in TYA's mentoring programme. This initiative, developed in collaboration with a leadership consultancy, implemented strategic frameworks designed to enhance volunteer leadership and coaching, contributing to sustainable development within TYA.



▲ TYA volunteer leaders at the Volunteer Leadership Training.

TOUCH Youth Enablement (TYE)

- Over a period of three to six months, internship transition support were provided to youths with special education needs. The internship transition support programme includes internship placement, pre-internship workshops that prepare students with skillsets and knowledge, and onsite internship support. All students coached under our youth workers, successfully completed and passed their internship. In addition, students who were not part of Aptitude Buddy Club were introduced to the club.
- Aptitude@ITE College East students participated in the planning and execution of a service-learning project, which took the form of a mini-carnival for the K2 children of TOUCH Child Care (Hougang). A total of 23 students, including those with special needs, were involved in this collaborative effort, demonstrating their commitment to community engagement and support for young children.
- Established presence at the Integrated Student Hub at ITE College East, a one-stop space that connects students to a full range of services provided by partnering social service agencies, enhancing their access to support and essential resources.
- Students from ITE College East and ITE College West, who were part of Aptitude Buddy Club,

formed a contingent to advocate for individuals with special needs. This initiative underscores their dedication to raising awareness and promoting inclusivity within the community.

- The ADAPT Programme at Aptitude@ITE College Central successfully graduated 152 youths across four classes and welcomed 77 new students. Leveraging skills gained through the programme, 66 youths participated in the TOUCH Family Festival as volunteers or performers, while 40 took the lead in a service-learning project engaging seniors from TOUCHpoint@AMK 433. This project was designed to strengthen the mental and emotional resilience of youth-at-risk, build confidence, and equip them to face future challenges.
- Embarked on three new programmes – Internship Support for Students with Special Education Needs (SEN), Youth Development Plan, and Youth Social Work. These initiatives provide SEN students with internship opportunities for real-world workplace experience, establish a structured case management framework for youth workers to engage with and support youths more effectively, and ensure that youths receive support and intervention tailored to their individual needs.



▲ Official opening of ITE College East Integrated Student Hub.



▲ ITE students at a baking industry exposure workshop.

TOUCH Special Needs Group



518

CLIENTS served through TOUCH Centre for Independent Living (Ubi and Bukit Merah).



75

SPECIAL ARTISTS were enabled to earn an income through JOURNEY.



242

CLIENTS served through Enabling Services Hub@Jurong.



REACHED OUT TO

1,009

individuals through TOUCH Silent Club's workshops and programmes.



ENGAGED

136

trainees and their caregivers through TOUCH Ubi Hostel's programmes and activities.

Enabling Services Hub@Jurong (ESH@Jurong)

In July 2024, TOUCH was appointed by SG Enable as the lead operator for the Enabling Services Hub@Jurong (ESH@Jurong). This centre aims to enhance the support network for persons with disabilities (PwDs) and serves as a regional resource for PwDs and caregivers in the Jurong, Clementi, and Queenstown areas, assisting them in accessing appropriate services.

➤ Outreach effort to reach out to persons with disabilities in the region

To enhance awareness, ESH has conducted outreach initiatives targeting community partners, including schools, grassroots organisations, and Social Service Agencies, to introduce its services for potential community partnerships and opportunities to connect with PwDs. A minimum of 17 awareness roadshows and booths have been organised. Additionally, to effectively engage PwDs residing in various regions, ESH has undertaken door-to-door outreach to over 800 homes, successfully identifying and introducing services to approximately 280 PwDs and their caregivers who are currently not receiving support from any adult disability services. This initiative aims to ensure that these individuals can access disability support and programmes closer to their residences through ESH.



▲ Clients at a money management course.

➤ Continual Education and Learning courses/activities (CEL)

Bite-sized courses have been implemented to support and address the learning needs of PwDs, tailored to their interests and functional abilities. Beginning in October 2024, ESH has facilitated at least seven CEL courses, including topics such as money management, personal grooming, and community commuting, aimed at enhancing the functional and social skills of PwDs. Each CEL course comprises six to eight continuous sessions and has been attended by a total of 30 PwDs.

➤ Inclusive activities in the community

To foster awareness, integration, and inclusion, ESH@Jurong organised inclusive activities designed to facilitate interaction between PwDs and those without (non-PwDs). These initiatives support PwDs in developing their functional and social skills, thereby enhancing community integration. Such activities are organised on a weekly basis, inviting public participation and collaboration with community partners to co-host events. In total, 21 activities have been carried out, engaging 40 PwDs and 19 non-PwDs. The activities encompass:



▲ A networking session to reach out to PwDs in the service area.



▲ An ESH@Jurong staff interacting with a client at an inclusive activity.

» **Volunteering at KidsSTOP and Science Centre by Science Centre Singapore**

Clients from ESH@Jurong participated in volunteer opportunities at the STEAM Festival held at KidsSTOP in December 2024 and at 'World Awareness Day 2025' at the Science Centre. Their roles included ushering guests, preparing craft materials for workshops, and countering misconceptions about Autism through engaging quizzes with participants. This experience marked a significant milestone for many clients, as it was their first volunteering opportunity, and they expressed a profound sense of accomplishment while contributing to a meaningful cause.

» **Interactive workshop 'ABCD Enabling Fun' with NTUC Health Active Aging Centre**

ESH@Jurong partnered with NTUC Health's Active Ageing Centres from Taman Jurong and Jurong Central to co-organise a series of interactive sessions designed for PwDs and seniors. The objective of these engaging sessions was to strengthen connections between PwDs and the wider community through a variety of enjoyable activities that enhance awareness and promote integration. Activities included chair exercises, brain activation games, and memory quizzes, all of which provided participants with the opportunity to enhance cognitive and physical well-being while fostering interpersonal relationships.

Enabling Persons with Special Needs to Live Well

With support from SG Enable, TOUCH piloted RAISE, a holistic home-based training programme that empowered 25 persons with special needs and their caregivers to live more independently in the community.

» **Camp D.A.R.E**

A two-day, one-night camp was organised at TOUCH Ubi Hostel (TUH) for trainees with special needs from TOUCH Centre for Independent Living (TCIL), TUH, and the RAISE programme. The camp, themed D.A.R.E. – Daring, Acquire, Reflect, and Experience – aimed to provide the participants with opportunities to engage in new challenges beyond their usual environments. This initiative, designed in collaboration with various staff from TOUCH Special Needs Group, allowed a total of 14 trainees to experience communal living while developing independent living skills outside the presence of their caregivers.

Throughout the camp, participants learned vital community life skills, including mobility training and meal preparation. Additionally, the trainees were encouraged to step beyond their comfort zones, culminating in their first rock climbing experience. These activities not only facilitated self-discovery and the formation of new friendships but also bolstered their confidence in embracing new experiences. The trainees exemplified that, with determination and a supportive community, they can accomplish significant milestones.



▲ Clients in a cooking lesson at Camp D.A.R.E

TOUCH Centre for Independent Living (TCIL)



▲ TCIL clients with the children of TOUCH Child Care at the Wonderland Bazaar Carnival.

» **Wonderland Bazaar Carnival**

Clients from TCIL (Ubi), took part in a thematic learning project focused on planning and running an in-house carnival. They were involved in various aspects of the event, applying skills learned throughout the year. The carnival was attended by children from TOUCH Child Care, as well as clients from TCIL (Bukit Merah) and TOUCH Ubi Hostel.

The project promoted independence, responsibility, and teamwork, while helping clients build social and practical skills. Building on the previous year's café theme, the carnival provided a hands-on and engaging way to reinforce learning for independent living.

» **TCIL BM B.R.A.V.E. (Be Resilient And Vibrantly Explore) Camp**

On 12 December 2024, 13 TCIL Bukit Merah clients participated in a 2-day, 1-night stay at BRAVE Camp. Among the participants were two clients diagnosed with autism and one with Angelman Syndrome, who requires moderate support with activities of daily living (ADL) and emotional regulation.

Throughout the camp, the clients bravely engaged in a variety of activities, including

a round-the-island game trail in Sentosa, learning to care for themselves with minimal support and without their usual caregivers. For several clients, this was a significant personal breakthrough. One caregiver remarked, "It is such a joy to see my son, who is usually rigid in his routine, take part in a 2-day, 1-night camp—and even raise his hand when asked if he would like to join again next year."

Other caregivers also expressed joy and surprise, witnessing their children, who typically rely heavily on them for daily routines, successfully completing the overnight camp experience with a high degree of independence.



▲ Participants of Camp BRAVE taking a group photo

TOUCH Silent Club (TSC)

➤ Active Senior Group (ASG)

Under staff guidance, the TSC ASG team of six volunteers led programmes for Deaf seniors, engaging 97 clients in activities like arts and crafts, nature walks, educational talks, and cultural outings to support learning and social connection.

➤ Deaf Awareness and Sign Language

From April 2024 to March 2025, a total of 18 workshops focused on Deaf Awareness and Sign Language were held in collaboration with various organisations and educational institutions. Among these workshops, “The Silent Experience” was prominently featured, providing participants with an immersive experience of living with hearing loss, facilitated by individuals who are deaf. Participants engaged in activities that introduced them to Singapore Sign Language and enhanced their understanding of communication with members of the Deaf community. The workshops were led by a Deaf trainer alongside a team of both deaf and hearing facilitators.

The primary objectives of these workshops were to promote awareness of deaf culture and to teach sign language as an essential tool for communication within the Deaf community in Singapore. Throughout the 18 sessions, a total of 688 attendees benefited from the educational experience.

➤ Youth Group (YG)

A total of 41 deaf individuals and 18 hearing individuals participated in 15 events designed to promote interaction and inclusion between these groups of youths. The programme aims to create a safe platform for Deaf youths to connect with peers through meaningful friendships and impactful mentorship opportunities.

➤ Work Assistance Programme (WAP)

WAP continues to provide essential support to Deaf clients in the areas of job placement and sustained employment. The programme served a total of 52 clients, with over 55% of them achieving successful employment placements. The programme has now expanded to include individuals with various disabilities, such as autism and intellectual disabilities. Furthermore, 26 participants attended 2 workshops aimed at enhancing job-related skills.



▲ Clients at an outing to Rifle Range park with ASC volunteers



▲ Clients at an outing to Orchid Garden with the Youth Group

TOUCH Ubi Hostel (TUH)



▲ Volunteers exercising with clients through the Exercise Companion programme

➤ Strengthening collaboration with Youth Corps Singapore

In its third year, TUH's partnership with Youth Corps continued to promote volunteerism in support of individuals with special needs. The initiative focused on equipping youth volunteers to befriend and guide TUH trainees living with Mild Intellectual Disability through life skills and exercise-based activities. A total of 63 youth volunteers engaged 23 trainees across 18 sessions.

Highlights of the collaboration:

» Learning Companion 2.0:

Volunteers worked with TUH's Life Skills Coach to help trainees build social and communication skills through role-play and interactive activities, supporting their readiness for employment and social integration.

» Staying Fit with TUH Clients:

Two new initiatives – “Exercise Companion” and “Stretch and Connect” – encouraged healthy habits and peer bonding amongst TUH clients and the volunteers through fitness sessions guided by TUH's Life Skills Coach.



▲ Volunteers and trainees in a Learning Companion workshop.

TOUCH Wellness Group



TOUCH Cyber Wellness conducted talks, workshops and programmes for

114,860

educators, students and members of the public.



REACHED OUT TO

9,226

people through TOUCH Mental Wellness' mental health workshops and programmes.

TOUCH Cyber Wellness (TCW)

- The launch of **"My Digital Journey,"** a collaboration with TikTok Singapore, was held at TikTok's office and attended by approximately 110 participants, including at least 50 parent-child pairs. The event featured Minister for Health, Mr Ong Ye Kung, as the Guest-of-Honour. Participants engaged in sessions led by digital parenting experts and content creator Denise Teo (@deniseteojiaqi), where they learned strategies to support and protect their children's online experiences. A hands-on workshop allowed parents to apply these insights in guiding their children through their digital journeys.
- The **Digital For Life Festival 2024**, organised by the Infocomm Media Development Authority (IMDA), took place in November at Vivocity. TCW participated in the event, which attracted over 66,000 visitors, offering an interactive quiz at their booth that allowed participants to explore their digital parenting strategies.

Additionally, attendees gained practical insights on how to manage their children's introduction to the digital world through TCW's "First Device Campaign" launched in 2023. TCW also had the honour of hosting Minister for Foreign Affairs Dr Vivian Balakrishnan at the booth and sharing about its work on cyber wellness education and advocacy.

- The **Singapore Schools Cyber Wellness Challenge (SSWC)**, supported by the Media Literacy Council, featured TCW as the Key Training Partner for Cyber Wellness alongside Apple. This national interschool competition saw participation from over 50 schools, with more than 150 primary and secondary Cyber Wellness Leaders involved. The initiative facilitated the creation and design of media videos aimed at promoting cyber wellness messages, focusing on critical issues such as cyberbullying, scams, and misinformation.



▲ Health Minister, Mr Ong Ye Kung graced the launch of "My Digital Journey".

TOUCH Mental Wellness (TMW)

- **DigitalMINDSET** has successfully surpassed its target of 400 cases, achieving a total of 408 cases from August 2019 to July 2024. The initiative aims to assist youths in balancing device usage with their real-life responsibilities, as well as to help them regulate their emotions and develop coping strategies for various challenges. Following participation in the programme, 85% of participating youths demonstrated improved management of device use, while 75% showed enhanced emotional regulation. Furthermore, 84% reported increased effectiveness in communication with their parents.
- TOUCH's **Youth Integrated Team (YIT)** has established its presence at grovve, delivering Tier 3 mental health services to youths. Located at *SCAPE, grovve is an integrated wellness

centre designed for youths, supported by a collective of various social service agencies to offer comprehensive wellness support to young people. The centre serves as an inviting and non-stigmatising initial point of contact that equips youths and their caregivers with essential information, guidance, and access to services that support their mental wellness journey. The centre's primary goal is to diminish the treatment gap associated with mental health conditions while enhancing access to high-quality integrated services. TOUCH's YIT has successfully reached out to 277 youths through targeted outreach efforts, such as its inaugural open group mental health workshop specifically catered to youths at grovve in March 2025. YIT has counselled over 400 youths with its counselling programme.



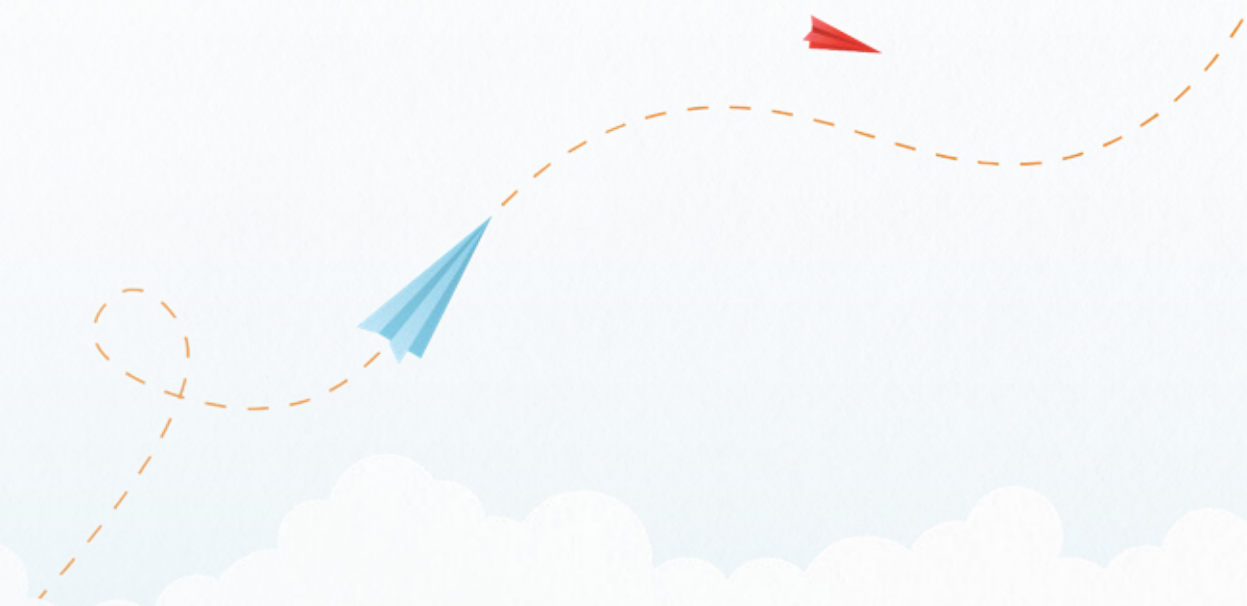
▲ A TMW staff engaging youths on the topic of mental wellness via the Slime Workshop, one of the activities at YIT's inaugural open group mental health workshop programme at grovve.



▲ Participants playing board games after a workshop at grovve.

- **LIVEON! (LO)** has successfully surpassed its year two targets, with an enrolment of 51 youths into the programme. The awareness MindMyMind – a specially designed application used as part of the LO programme – is on the rise, with its promotion occurring through various conference presentations. Additionally, TOUCH has partnered with NUH, KKH, CGH and

SKGH, which will serve as new referral channels for the programme. The primary objective of these initiatives is to assist youths in mitigating their suicidality risk, enhancing their emotional regulation, and involving their family members throughout the intervention process to ensure ongoing community support.



TOUCH Professional Deputies and Donees (PDD)



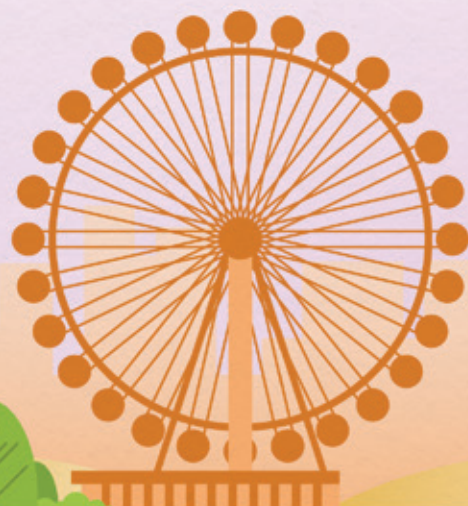
More than
36%
increase in inquiries
from 326 to 442



16%
increase in Advance Care Plan (ACP)
clients from 81 to 94



More than
34%
increase in Professional Donees
appointments for Lasting Power
of Attorney from 61 to 82



As the sole service provider in the SSA offering PDD services, TOUCH PDD experienced a 36% increase in inquiries, totalling 442 for FY2024. On average, approximately 35 calls are received monthly. The inquiries are categorized as follows: 40% pertain to professional doneeship cases, 50% relate to deputyship issues, and 30% involve Advance Care Planning.

➤ Raising Awareness on End-of-Life Matters

- » Established partnerships and conducted discussions with grassroots organisations, active aging centres, and religious institutions to raise awareness and motivate seniors to adopt a proactive approach towards their future planning.

➤ Simplified Deputyship Application Assistance Service

- » Organised a series of informative sessions in collaboration with the Nee Soon South Residents Network and the Silver Generation Office (Nee Soon). A Retired Well Series was held for retirees and participation in a roadshow in Yishun was coordinated with the Agency for Integrated Care (AIC) and the Office of the Public Guardian (OPG) alongside Cheng San – Seletar's World Health Day activities.



▲ Engaging Yishun residents at Nee Soon Zone G & H Residents' Network through a series of talks on Advance Care Planning conducted in English and Mandarin in Nov 2024. 100% of those who attended the talk made appointments to get their ACP done after the sessions.

- Introduced a new service aimed at assisting individuals with applying for Simplified Deputyship via iFAMS with the Family Justice Court. This service launched in December is specifically for those who require guidance on the online application process.

➤ Pro- Active Community Engagement

- » Actively engaged the public through various media channels. TOUCH PDD participated in a radio talk show on FM95.8, and was

featured in both CNA 938 and the Straits Times. To enhance public interest, it developed engaging content for sponsored advertisements on social media platforms, including Facebook and Instagram.



▲ Group Head of TOUCH Professional Deputies and Donees, Ms Julia Lee, with client-turned-advocate Ms Ng Siew Kueen featured in the Straits Times in 2024

- » Invited to present at a webinar during Law Awareness Week in October. This event was organised in collaboration with Pro Bono SG (PBSG) and the five Community Development Councils (CDCs), with support from the People's Association (PA), the Faculty of Law at the National University of Singapore (NUS), the School of Law at Singapore University of Social Sciences (SUSS), the School of Law at Singapore Management University (SMU), and the Singapore Corporate Counsel Association (SCCA).



▲ TOUCH PDD director Julia was invited to be a guest panel speaker for the annual Law Awareness @CDC Webinar Series

➤ Facts & Figures 2024

The report for 2024 reflects numbers from the full financial year (April 2024 - March 2025).
Due to a change in financial year end, the numbers reflected for 2023 cover an expanded financial year (January-December 2023 and January-March 2024).

Services***	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. Of Volunteers (Regular [*] & ad-hoc ^{**})		Lives Touched	
	2024	2023	2024	2023	2024	2023
TOUCH Community Services Ltd						
TOUCH Caregivers Support Group (TCG)						
TOUCH Caregivers Support	5 FT	4 FT	4 [*] 9 ^{**}	0 [*] 2 ^{**}	5,496	7,628
TOUCH Elderly Group (TEG)						
TOUCH Active Ageing	30 FT 1 PT	30 FT 2 PT	305 [*] 2,990 ^{**}	346 [*] 2,967 ^{**}	9,782	5,321
TOUCH Community Case Management	8 FT	8 FT	12 [*] 0 ^{**}	16 [*] 0 ^{**}	361	279
TOUCH Day Rehabilitation Centre	5 FT 1 PT	4 FT 1 PT	0	0	413	366
TOUCH Home Care	117 FT 3 PT	108 FT 3 PT	6,806 [*] 4,851 ^{**}	4,427 [*] 7,330 ^{**}	2,766	2,830
TOUCH Integrated Family Group (TIFG)						
TOUCH Adoption	4 FT 1 PT	4 FT 1 PT	0 [*] 1 ^{**}	0 [*] 2 ^{**}	1,167	1,431
TOUCH Adventures	9 FT	6 FT	0	0	32,000	31,000
TOUCH Child Care	29 FT 1 PT	28 FT	8 [*] 115 ^{**}	0	480	825
TOUCH Counselling & Intervention	6 FT	9 FT	1 [*] 0 ^{**}	9 [*] 0 ^{**}	46 ⁱⁱ	1,893
TOUCH Family Support	17 FT	14 FT	0 [*] 123 ^{**}	1 [*] 72 ^{**}	1,510	2,258
TOUCH Leadership & Mentoring ⁱⁱⁱ	-	6 FT	444 [*] 33 ^{**}	485 [*] 54 ^{**}	3,186 ^{iv}	10,324
TOUCH Marriage Support	2 FT 5 PT	2 FT 5 PT	51 [*] 0 ^{**}	55 [*] 0 ^{**}	1,247	1,225
TOUCH Parenting	7 FT	5 FT	0	0	8,276	10,610
TOUCH Young Arrows	9 FT	9 FT	478 [*] 103 ^{**}	491 [*] 368 ^{**}	486	696
TOUCH Youth Enablement	16 FT	9 FT	42 [*] 5 ^{**}	-	501 ^v	1,247
TOUCH Special Needs Group (TSNG)						
TOUCH Centre for Independent Living	25 FT 2 PT	23 FT 4 PT	19 [*] 555 ^{**}	35 [*] 914 ^{**}	518	592

Services***	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. Of Volunteers (Regular* & ad-hoc**)		Lives Touched	
	2024	2023	2024	2023	2024	2023
Enabling Services Hub	6 FT	-	0* 28**	-	242	-
TOUCH Silent Club	2 FT	2 FT	26* 67**	34* 54**	1,009	864
TOUCH Ubi Hostel	8 FT 1 PT	8 FT 1 PT	24* 243**	51* 12**	136	264
TOUCH Wellness Group (TWG)						
TOUCH Cyber Wellness	6 FT	6 FT 1 PT	0* 3**	0* 19**	99,823 ^{vi}	132,092
TOUCH Mental Wellness	27 FT	21 FT 1 PT	3* 23**	4* 13**	9,226	8,502
TOUCH Professional Deputies and Donees	1 FT 2 PT	1 FT 1 PT	0* 2**	0* 6**	5,811	5,283
Corporate Functions/Events/Programme	No. of Staff (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc**)		Individuals Reached	
	2024	2023	2024	2023	2024	2023
Corporate Functions ^{vii}	59 FT 3 PT	63 FT 1 PT	-	-	200	268
Special Projects ^{viii}	12 FT	11 FT	5* 14**	5* 32**	3,412	3,422
Reach through TOUCH resources	-	-	-	-	-	2,792
Fundraising with Partners	-	-	-	-	28,160 ^{ix}	65,346
TOTAL	410 FT 20 PT	382 FT 21 PT	8,228* 9,165**	6,001* 11,850*	216,254	297,358

Remarks

- * Regular Volunteers include individuals who
 - served at least 4 times a year and
 - contributed to at least 24 hours of volunteer service a year
- ** Ad-hoc Volunteers include individuals who:
 - served on a one-off project (of a few days or up to 10 weeks) on an ad-hoc basis
- *** Updates to services in the list:
 - i. Staff headcount figures are accurate as of 31 March 2025.
 - ii. TOUCH Counselling & Intervention has been reorganised under a new service group, TOUCH Counselling & Psychological Services, with the Community Outreach Teams (CREST) programme being reported under TOUCH Active Ageing for the 2024 financial year.
 - iii. Staff and programmes under TOUCH Leadership & Mentoring have been subsumed under TOUCH Youth Enablement.
 - iv. The decrease can be attributed to a drop in school sharing sessions in 2024, following internal restructuring and a strategic shift towards mentoring-based programmes.
 - v. The decrease can be attributed to a strategic shift from drop-in engagement centres towards more targeted efforts in mentoring, youth development planning and job coaching.
 - vi. The overall number of school-based assembly talks and online engagements, such as webinars, declined due to scheduling constraints and fluctuations in programme demand.
 - vii. Corporate Functions include CE Office, Finance, Human Resources, Operations & Facilities Management, Partnership & Volunteer Management, Strategic Communications, and Transformation Office.
 - viii. Special Projects include JOURNEY, Social Health Integration and Therapy Hub.
 - ix. The decrease is primarily due to the discontinuation of the Everyone Can Be Someone roadshows in 2024.

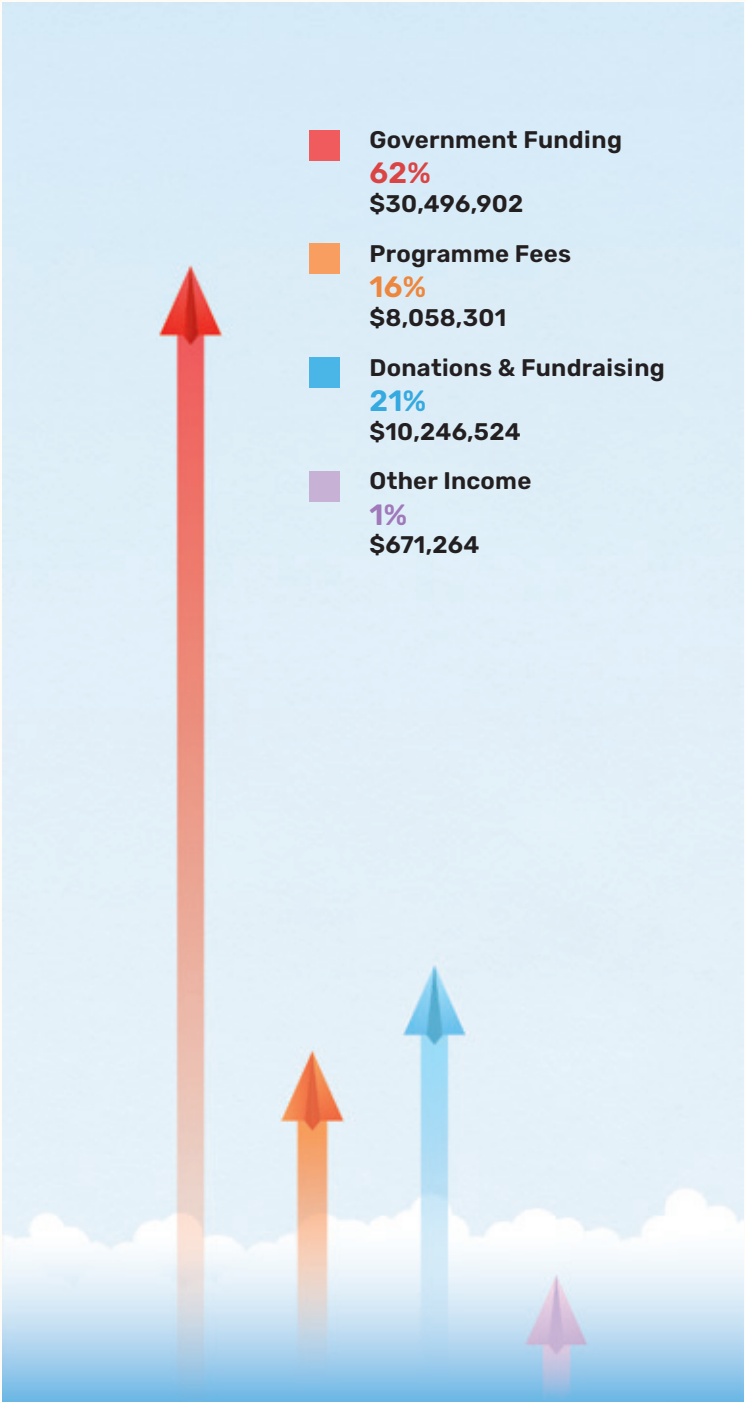
➤ Financials

TOUCH is committed to ensure prudent use of its resources in ensuring cost-effectiveness and accountability in all its operations. To further improve corporate governance, TOUCH has put in place financial controls and procedures to ensure transparency and accountability and to safeguard the integrity of the financial reporting. Audited financial statements are published annually. Specific project evaluations are also carried out to assess the effectiveness of its programmes in meeting client needs.

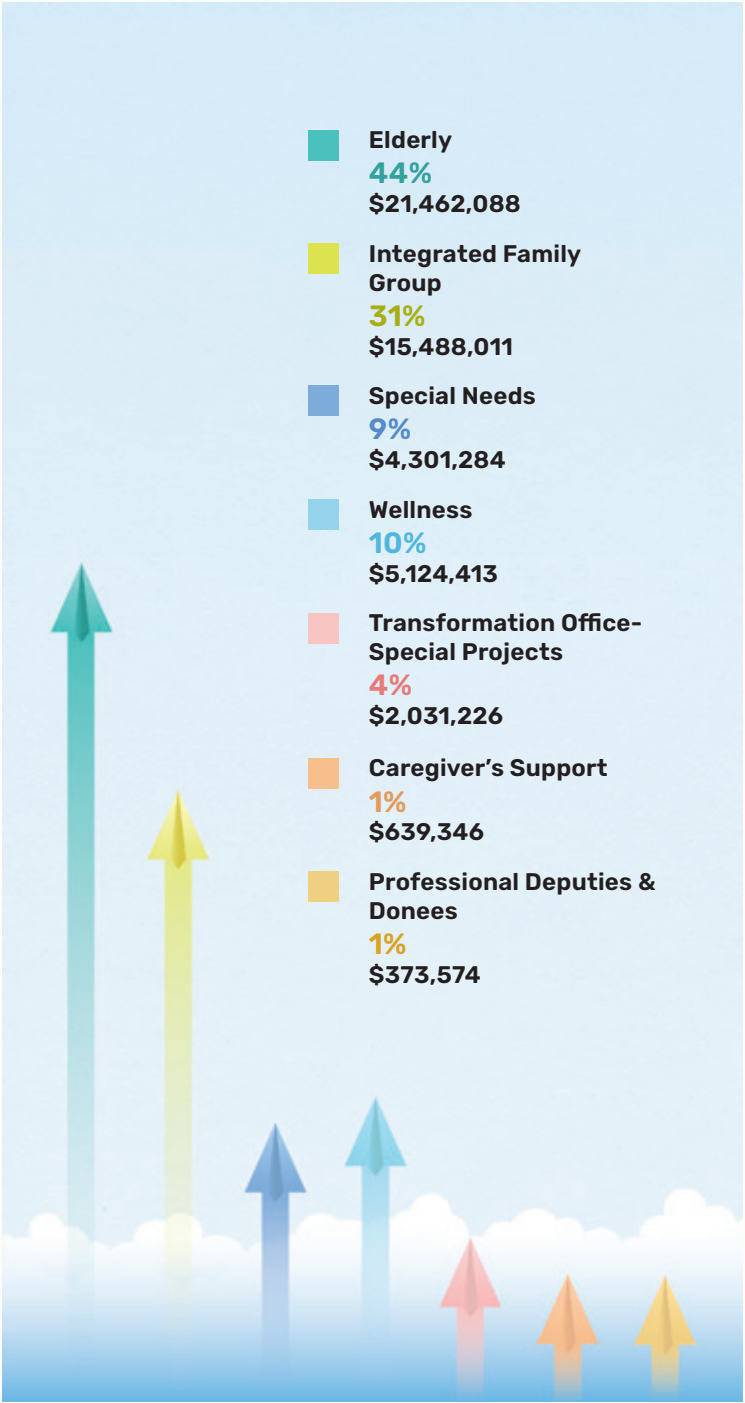
Please refer to some 2024 financial highlights and charts:

- TOUCH comprising TOUCH Community Services Ltd and TOUCH Family Services Ltd received about **62%** of its annual funding from government grants and relies more on its own fundraising efforts to meet the rest of its financial needs.
- TOUCH received income totalling some **\$49,472,991**

2024 Sources of Income
\$49,472,991



2024 Distribution of Expenditure
\$49,419,943



2024 Breakdown of Charity Dollar

For financial year 2024, out of every \$1.00 spent, **80 cents** for TOUCH went directly to fund programmes and activities that benefitted our clients. Refer to chart below.

The Indirect Charitable Expenses comprising fundraising and operations/administration costs are financed by funds collected from Programme Fees.

Direct Charitable Expenses:

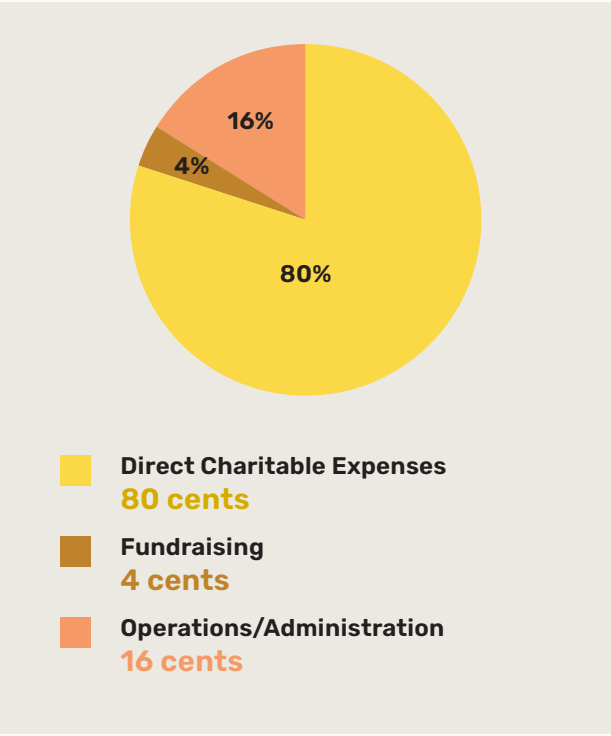
Includes programme staff cost and cost of providing services and running programmes for clients.

Indirect Charitable Expenses:

Fundraising includes programme and staff cost incurred in raising funds to support direct services.

Operations/Administration includes rental, utilities, printing, stationery, transport, telecommunications, IT expenses, professional fees and support staff cost.

For financial year 2024, TOUCH had a surplus of **\$53,048**



➤ Directory of Services & Locations

TOUCH Community Services (Headquarters)
Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6377 0122
Fax : +65 6377 0121
Email : tcs@touch.org.sg
Web : www.touch.org.sg

TOUCH ELDERLY GROUP
TOUCHpoint@Geylang Bahru
Add : Blk 61 Geylang Bahru
#01-3293 Singapore 330061
Tel : +65 6297 5818
Fax : +65 6298 1823
Email : sac@touch.org.sg

TOUCHpoint@AMK 433
Add : Blk 433 Ang Mo Kio Ave 10
#01-1415 Singapore 560433
Tel : +65 6804 6568
Email : enabled.amk@touch.org.sg

TOUCHpoint@Wellington 513
Add : Blk 513 Wellington Circle
#01-34 Singapore 750513
Tel : +65 6481 8232
Fax : +65 6481 8223
Email : sac@touch.org.sg

TOUCHpoint@Yishun 162
Add : Blk 162 Yishun Street 11
#01-270 Singapore 760162
Tel : +65 6257 0540
Fax : +65 6257 0539
Email : sac@touch.org.sg

TOUCHpoint@Yishun 436
Add : Blk 436 Yishun Avenue 11
#01-224 Singapore 760436
Tel : +65 6481 4158
Fax : +65 6257 0458
Email : sac@touch.org.sg

TOUCH Caregivers Support
Add : Blk 444 Ang Mo Kio Avenue 10
#01-1603 Singapore 560444
Tel : +65 6804 6565
Fax : +65 6451 2086
Email : caregivers@touch.org.sg
Care Line : +65 6804 6555

TOUCH Day Rehabilitation Centre
Add : Blk 433 Ang Mo Kio Ave 10
#01-1415 Singapore 560433
Email : touchdrc.amk@touch.org.sg
Care Line : +65 6804 6555

TOUCH Home Care (Ang Mo Kio)
Add : Blk 444 Ang Mo Kio Avenue 10
#01-1603 Singapore 560444
Tel : +65 6804 6565
Fax : +65 6451 2086
Email : homecare@touch.org.sg

TOUCH Home Care (Jurong)
Add : Blk 457 Jurong West Street 41
#01-762 Singapore 640457
Tel : +65 6631 3080
Fax : +65 6896 1907
Email : homecare@touch.org.sg

TOUCH Home Care (Toa Payoh)
Add : Blk 173 Toa Payoh Lorong 1
#01-1264 Singapore 310173
Tel : +65 6661 0855
Fax : +65 6258 1013
Email : homecare@touch.org.sg

TOUCH INTEGRATED FAMILY GROUP
TOUCH Adoption
Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Tel : +65 6709 8425
Email : adoption@touch.org.sg

TOUCH Adventures
Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6377 0122
Email : adventures@touch.org.sg

TOUCH Child Care (Clementi)
Add : Blk 333 Clementi Ave 2
#01-86 Singapore 120333
Tel : +65 6777 3933
Fax : +65 6873 1345
Email : clementi.cc@touch.org.sg

TOUCH Child Care (Hougang)
Add : Blk 606 Hougang Ave 4
#01-167 Singapore 530606
Tel : +65 6282 3143
Fax : +65 6858 4975
Email : hougang.cc@touch.org.sg

TOUCH Family Support
Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6377 0122
Fax : +65 6377 0121
Email : tcs-familyenablement@touch.org.sg

TOUCH Leadership & Mentoring
Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Tel : +65 6709 8400
Email : tlm@touch.org.sg

TOUCH Marriage Support
Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Tel : +65 6709 8410
Email : familylife@touch.org.sg

TOUCH Parenting
Add : Blk 149 Toa Payoh Lorong 1
#01-943 Singapore 310149
Email : parenting@touch.org.sg

TOUCH Young Arrows
Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6377 0122
Fax : +65 6377 0121
Email : young.arrows@touch.org.sg

TOUCH Youth Enablement
Aptitude Centre @ ITE College Central
Add : Block K, #05-12, 2 Ang Mo Kio Dr,
Singapore 567720
Aptitude Centre @ ITE College East
Add : Business Block, Basement 1,
10 Simei Ave, Singapore 486047
Tel : 65449158
Aptitude Centre @ ITE College West
Add : Student Activity Centre, Block 3
Level 3, 1 Choa Chu Kang Grove,
Singapore 688236
Email : aptitude@touch.org.sg

TOUCH SPECIAL NEEDS GROUP
TOUCH Centre for Independent Living (Ubi)
Add : Blk 352 Ubi Avenue 1
#01-989 Singapore 400352
Tel : +65 6741 6364
Fax : +65 6741 5404

TOUCH Centre for Independent Living (Bukit Merah)
Enabling Service Hub (Jurong)
Add : Blk 162 Bukit Merah Central
#05-3555 Singapore 150162
Tel : +65 6251 4535

TOUCH Silent Club
Add : Blk 162 Bukit Merah Central
#05-3555 Singapore 150162
Tel : +65 6251 4633
Email : silent.club@touch.org.sg

TOUCH Ubi Hostel
Add : Blk 301 Ubi Ave 1
#01-295 Singapore 400301
Tel : +65 6744 9712
Fax : +65 6744 4529

TOUCH WELLNESS GROUP
grovve @ 'SCAPE
Add : 2 Orchard Link #04-06
Singapore 237978

TOUCH Cyber Wellness
Add : 3615 Jalan Bukit Merah
Gateway Theatre Level 5
Singapore 159461
Tel : +65 6709 8400
Email : cyberwellness@touch.org.sg

TOUCH Mental Wellness
Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6730 9520
TOUCHline: 1800-377-2252 (Mon - Fri, 9am - 6pm)

TOUCH PROFESSIONAL DEPUTIES AND DONEES
TOUCH Professional Deputies and Donees
Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162
Tel : +65 6317 9996
Email : enquiryppdd@touch.org.sg

➤ Governance Evaluation Checklist

TOUCH Community Services Ltd

(for the period 1 April 2024 to 31 March 2025)

S/N	Code Guidelines	Code ID	Response	Explanation
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 soon) 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	
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	Yes	
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	
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 re-appointment 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	

S/N	Code Guidelines	Code ID	Response	Explanation
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	Yes	
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	
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	

> Governance Evaluation Checklist

TOUCH Community Services Ltd

(for the period 1 April 2024 to 31 March 2025)

S/N	Code Guidelines	Code ID	Response	Explanation
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	
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	Yes	
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	
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	
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	
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	

S/N	Code Guidelines	Code ID	Response	Explanation
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	
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	
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	

*Please refer to [Volunteer Management guidelines](#)

➤ Governance Evaluation Checklist

TOUCH Family Services Ltd
(for the period 1 April 2024 to 31 March 2025)

S/N	Code Guidelines	Code ID	Response	Explanation
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 soon) 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	
The charity has an effective Board and Management.				
4	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	
5	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
6	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 a. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes	
7	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	
8	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	
9	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	

S/N	Code Guidelines	Code ID	Response	Explanation
10	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	
11	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	
The charity acts responsibly, fairly and with integrity.				
12	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	
13	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	
14	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
15	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
16	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	
17	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
The charity is well-managed and plans for the future.				
18	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

TOUCH Family Services Ltd
(for the period 1 April 2024 to 31 March 2025)

S/N	Code Guidelines	Code ID	Response	Explanation
19	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	
20	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	
21	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	
The charity is accountable and transparent.				
22	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	
23	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	
24	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	
25	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	

S/N	Code Guidelines	Code ID	Response	Explanation
26	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	
27	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	
28	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
The charity communicates actively to instil public confidence.				
29	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	
30	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	

➤ Corporate Information

NAMES OF MEMBERS AND THE DATE OF APPOINTMENT

Caleb Chan	28 September 2006
Tan Hui Sin	16 March 2011
Cheng Huey Teng	4 March 2021

BANKERS

OCBC Bank
63 Chulia Street, #05-00, OCBC Centre East
Singapore 049514

AUDITORS

Foo Kon Tan LLP
Public Accountants and Chartered Accountants
1 Raffles Place, #04-61, One Raffles Place Tower 2
Singapore 048616

DESCRIPTION OF GOVERNING INSTRUMENTS

Memorandum & Articles of Association

UNIQUE REGISTRATION NUMBER (UEN)

200104673R

REGISTERED ADDRESS OF CHARITY

Block 162, Bukit Merah Central, #05-3545
Singapore 150162



WWW.TOUCH.ORG.SG
TOUCH Community Services Ltd
TOUCH Family Services Ltd