



Empowering Communities *Uplifting Generations*

—
ANNUAL REPORT
2025



TOUCH Community Services Ltd
TOUCH Family Services Ltd
TOUCH Preschools Ltd

Vision 2030

Strong Families. Caring Generations.
Enabled Communities.

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.

Mission

To Inspire Hope and Impact Lives,
because People Matter.

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 210,000 individuals.



TOUCH Heartbeat

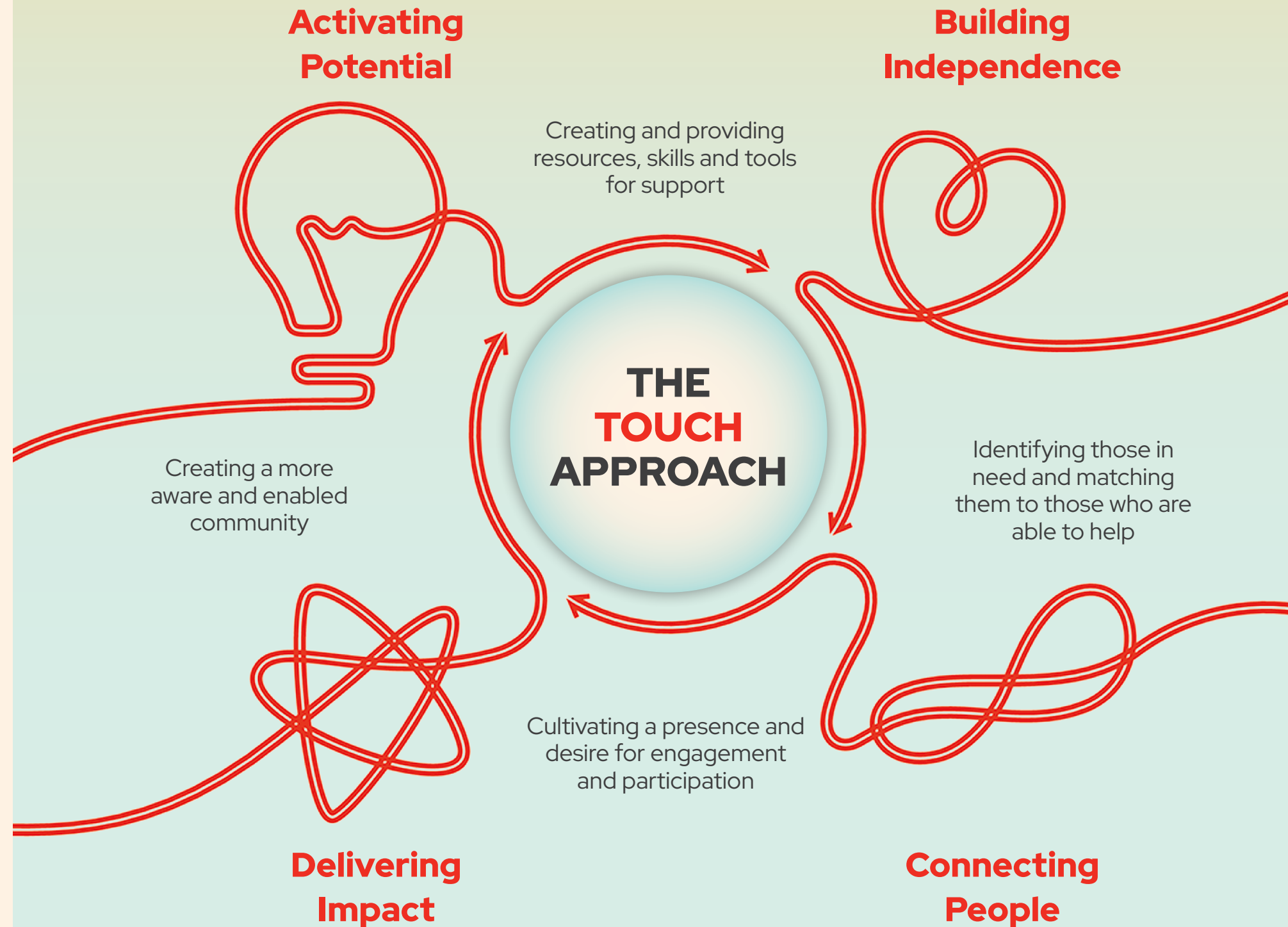
At TOUCH,

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

Communities are strengthened not only by the services they receive, but by the trust, partnerships and shared purpose that bring people together. As Singapore's social landscape continues to evolve, organisations like TOUCH have an important role in building not just stronger support systems, but stronger communities.

I am pleased to share that 2025 has been another year of meaningful progress for TOUCH. Guided by our mission to inspire hope and impact lives because people matter, we reached more than 213,000 individuals across Singapore. While this milestone reflects the breadth of our work, its true significance lies in the lives transformed, the resilience strengthened and the opportunities created for individuals and families across every stage of life.

Our theme for this year, "Empowering Communities, Uplifting Generations," reflects a simple but enduring belief: lasting impact is achieved not by addressing immediate needs alone, but by enabling individuals, strengthening families and equipping communities to support one another for generations to come.

Stewardship with Purpose

As TOUCH continues to grow in scale and impact, the Board remains steadfast in its responsibility to uphold strong governance, prudent stewardship and accountability. These principles are fundamental to maintaining the confidence of our beneficiaries, donors, partners and the wider community, while ensuring that every resource entrusted to us is used responsibly and purposefully.

This commitment was affirmed in 2025 when TOUCH received the President's Volunteerism & Philanthropy Award – Communities of Good Award (Large Charity), Singapore's highest national recognition for volunteerism and philanthropy. This honour reflects far more than organisational excellence. It recognises the collective efforts of



our staff, volunteers, partners and supporters, whose shared commitment has enabled TOUCH to build meaningful partnerships and create lasting community impact.

While we are deeply encouraged by this recognition, we view it not as a destination, but as a responsibility to continue raising the standard of service, collaboration and leadership within Singapore's social service sector.

Responding to a Changing Singapore

Singapore's social challenges continue to evolve. Mental wellbeing, digital wellness, population ageing, caregiving and support for persons with disabilities require increasingly integrated and forward-looking responses.

In this changing landscape, TOUCH has continued to strengthen its role not only as a service provider, but also as a trusted partner to government, corporates and community organisations. Through deeper collaboration and participation in national initiatives, the organisation is helping to shape more connected and community-based models of care that address both present and future needs.

This strategic relevance gives me confidence that TOUCH will continue making meaningful

contributions to Singapore's evolving social support ecosystem.

Impact Beyond Numbers

Behind every statistic is a human story.

One such story is that of Mdm Laila, whose confidence and independence were profoundly affected after a serious fall. Through TOUCH's Reablement Programme, she gradually regained not only her physical strength but also the confidence to live independently once again. Her journey, later featured in a CNA documentary, is a powerful reminder that meaningful care is about more than recovery. It is about restoring dignity, hope and the ability to participate fully in life.

Stories like hers remind us why our work matters. They also affirm that when compassionate professionals, committed volunteers and supportive communities come together, transformation becomes possible.

Looking Ahead

The future will bring greater complexity, but also greater opportunity.

Meeting emerging needs will require organisations to continually strengthen their capabilities, embrace innovation responsibly and deepen collaboration across sectors. I am encouraged by TOUCH's ongoing investments in people, digital innovation, research and organisational capability, ensuring that it remains responsive, resilient and prepared for the future.

Most importantly, I am confident that TOUCH will remain firmly anchored in the values that have guided it for more than three decades. While technology, policies and community needs will continue to evolve, our commitment to serving with compassion, integrity and excellence remains unchanged.

On behalf of the Board, I extend my heartfelt appreciation to our CEO and Executive Leadership, staff, volunteers, donors, partners and supporters. Your dedication, generosity and trust are the foundation upon which TOUCH continues to grow and serve.

Together, let us continue building Strong Families, Caring Generations and Enabled Communities. With shared purpose and collective commitment, I am confident we can create a future where every individual has the opportunity to thrive and every community is empowered to flourish.

Kwong Kin Mun
Chairman

CEO's Message

Empowering Communities, Uplifting Generations

Communities are not built overnight. They are built one life, one family and one relationship at a time. Yet in today's dynamic environment, no organisation can create lasting impact alone. Strong communities are forged through shared purpose, collective action and enduring partnerships.

That belief has guided TOUCH throughout 2025.

Together with our dedicated staff, more than 20,000 volunteers, donors, partners and supporters, we reached over 213,000 lives across Singapore. Behind every number is a story of resilience and hope – families finding stability, youths discovering purpose, seniors living with greater independence, and persons with special needs growing in confidence. These stories remind us that when communities come together, lives are transformed and future generations are uplifted.

Strengthening Lives Across Every Stage

At TOUCH, we believe that lasting social impact begins with individuals, grows through strong families and flourishes in connected communities. Our whole-of-life approach enables us to walk alongside people through every stage of life, providing timely support as their needs evolve.

This year marked an important milestone in our early childhood journey. With the acquisition of three additional childcare centres, our preschool network expanded to five centres. We also unveiled our new preschool identity, HATCH by TOUCH Preschools, while attaining POP 3.0 status. Together, these developments strengthen the quality and accessibility of our early childhood services, giving more children the opportunity to build strong developmental foundations. Through KidSTART, we continue supporting vulnerable families early, helping them build stability and resilience before challenges become entrenched.

Young people today face growing pressures – from mental health challenges to the complexities of navigating an always-connected digital world. Our response is to intervene early, combining trusted relationships with innovative digital solutions that make support timelier and more accessible. Through initiatives such as CREST-Youth, grove at *SCAPE, the MindMyMind app and our cyber wellness programmes, we are equipping youths with the confidence, resilience and support networks they need to thrive.

As Singapore ages, enabling seniors to remain active, connected and independent becomes



increasingly important. Through our reablement, home care and active ageing programmes, many seniors maintained their independence and found renewed purpose serving as volunteers and senior befrienders – demonstrating that every generation can contribute to building stronger communities.

For persons with special needs, we continued strengthening pathways towards greater independence and inclusion through initiatives such as the Enabling Services Hub @ Jurong, the Enabled Living Programme and the Independent Living Studio. Together, these programmes empower individuals with practical life skills, confidence and opportunities to participate more fully in community life.

We also continued walking alongside caregivers through coaching, workshops and peer support networks, recognising that caring for caregivers is essential to strengthening the families who depend on them.

Across every life stage, our aspiration remains the same: to empower individuals, strengthen families and build communities where everyone can flourish.

Building Stronger Communities Together

Meaningful social change is never achieved by one organisation alone. It is built through partnerships that bring together government, businesses, community organisations and citizens around a shared purpose.

Throughout the year, we deepened our collaborations across the public, private and people sectors while contributing to national initiatives

such as Beyond the Label. With our partners, we expanded our community presence through new locations, including TOUCHpoint@Tampines 285, our first integrated community hub. As we establish additional centres in the years ahead, these partnerships will enable us to deliver more coordinated, accessible and sustainable support for the communities we serve.

Volunteerism remains one of TOUCH's greatest strengths. Every volunteer extends our reach, strengthens community ownership and reminds us that everyone has a role in creating a more caring and inclusive Singapore.

To every volunteer, donor, corporate partner, government agency and community collaborator, thank you for believing in our mission and walking this journey with us.

Supporting Singapore's Evolving Social Landscape

As Singapore's social needs grow more complex, TOUCH is privileged to contribute to national efforts that strengthen community care and early intervention.

This year, we continued serving as an Integrated Community Care Provider (ICCP), a service provider for CREST and CREST-Youth, and operator of the Enabling Services Hub @ Jurong. We were also honoured to be appointed operator for the Enabled Living Programme and the Independent Living Studio, enabling persons with disabilities to build independence and live meaningfully within the community.

Through KidSTART and other upstream initiatives, we continue investing in children and families early, recognising that timely intervention creates lasting impact across generations.

These opportunities reflect our partners' confidence in TOUCH. We remain committed to working alongside government, community and corporate partners to strengthen Singapore's social support ecosystem.

Innovating for Greater Impact

The future of social services demands more than compassion alone. It requires organisations to continually innovate, learn and adapt so that care remains relevant, personalised and effective.

This year, we strengthened our investment in research, programme evaluation and digital innovation to improve outcomes for those we serve. We expanded the use of technology-enabled solutions such as the AI-supported MindMyMind app, allowing earlier identification of youths who may require timely intervention while preserving the trusted human relationships that remain central to our work.

At the same time, rigorous evaluation of programmes such as Do You MIND?, Project 1,2,3 and the Reablement Programme continues to strengthen our understanding of what works, enabling us to refine our interventions and maximise meaningful impact.

Innovation is also about contributing beyond our own organisation. Through research collaborations, conference presentations and initiatives such as the NUS SSR-TOUCH Conference 2025, we continued sharing knowledge and building capability across the wider social service sector.

As we look ahead, we believe technology and AI will increasingly augment – not replace – the compassion, empathy and relationships that define social service. By combining human connection with research, data and responsible innovation, we can deliver more personalised, proactive and impactful support for every individual we serve.

Looking Ahead

The challenges facing our society – from mental health and digital wellbeing to ageing, caregiving and social isolation – will continue to evolve. Addressing them will require not only strong programmes, but stronger partnerships, more connected communities and the courage to embrace new ways of serving.

At TOUCH, we are committed to continuously transforming ourselves so that we remain relevant to the needs of tomorrow while staying anchored in the values that have guided us for over three decades. Our vision of Strong Families, Caring Generations and Enabled Communities continues to shape everything we do.

As TOUCH marks its 35th anniversary next year, we give thanks for all who have journeyed with us – our staff, volunteers, partners, donors, supporters and the communities we serve. Their trust and shared commitment have shaped TOUCH's story and will continue to guide our future.

Together, we can build a social service ecosystem that is not only more responsive and innovative, but also deeply human, where every individual is empowered to thrive and every generation has the opportunity to flourish.

Thank you for your trust, partnership and unwavering support. Together, let us continue empowering communities and uplifting generations.

James Tan
Chief Executive Officer

Board Structure



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
Professional
Deputies & Donees



JOYCE ANG
Integrated Family



WONG LI PENG
Elderly



ANDREA CHAN
Counselling &
Psychological Services



ANDREW CHEONG
Human Resources



STEVEN TAN
Tech, Infrastructure &
Digitalisation



JUNE SIM
Caregivers Support
Developmental &
Therapy Services



EUGENE YUEN
Elderly



PEARL PEH
Corporate Affairs
Special Assistant to CEO



ANG CHIEW GEOK
Special Needs



STELLA TEO
Impact & Research
TOUCHpoints

Stewarding for a Sustainable Future

TOUCH remains committed to its environmental stewardship initiatives with the introduction of core ESG practices in the organisation last year, such as reducing plastic usage and implementing recycled wastepaper, as well as the Green Ambassadors' movement to facilitate sustainable behaviour adaptation.

TOUCH is also actively practising green procurement practices for all major renovation project tenders in line with its expansion plans, ensuring that all construction materials, electrical appliances and water fittings adhere to recognised local and global sustainable standards. The Operations and Facilities Management team continues to monitor and analyse electricity and water consumption and use renewable energy for all offices.



Recycled 1,210 kg of paper across four TOUCH offices, advancing our commitment to actualise the 3Rs (Reduce, Reuse and Recycled).



Average electricity use per premise fell from 1,500.64 KWh (FY24) to 1,425.61 KWh (FY25) across more locations, reducing approximately 5% in electricity expenditure.



Acquired Renewable Energy Certificates (RECs) from Senoko Energy Pte Ltd to account for 211.3613 MWh of electricity generated from renewable sources (solar energy) for 22 TOUCH premises.



Introduced green procurement principles for 100% of five renovation project tenders' specifications to ensure all construction materials, electrical appliances and water fittings comply with local or global sustainability standards.



2025 At A Glance



TOUCHED THE LIVES OF OVER
213,000
individuals



21,025
VOLUNTEERS
supported TOUCH
to inspire hope and impact lives
in the community



TOUCH CAREGIVERS
SUPPORT GROUP
SERVED
6,279
caregivers



TOUCH COUNSELLING & PSYCHOLOGICAL SERVICES SUPPORTED
10,521
individuals through its programmes



TOUCH DEVELOPMENTAL & THERAPY SERVICES SUPPORTED
424
individuals through its programmes



TOUCH ELDERLY GROUP SERVED
10,156
seniors



TOUCH INTEGRATED FAMILY GROUP SERVED
52,320
children, youths, parents
and educators



TOUCH PROFESIONAL DEPUTIES & DONEES SUPPORTED
4,461
individuals through its services
and programmes



TOUCH SPECIAL NEEDS GROUP SUPPORTED
2,223
special needs individuals and
their caregivers through its
programmes



TOUCH WELLNESS GROUP PROMOTED
cyber and mental wellness to
96,124
individuals through its programmes



FEATURED IN THE MEDIA
386
times



REACHED out to
34,960
email subscribers with marriage,
family and wellness tips and
resources on a monthly basis



402,165
Unique Website Users



ONLINE FOLLOWING:
15,928
followers on Facebook
7,088
followers on Instagram
8,703
followers on LinkedIn



Corporate Highlights

Awards and Recognition for Outstanding Service



President Tharman Shanmugaratnam (centre) awarding the Communities of Good Award to TOUCH Community Services, represented by its CEO, Mr James Tan.

TOUCH was honoured with the Communities of Good Award (Large Charity), at the President's Volunteerism and Philanthropy Awards (PVPA) 2025. Organised by the National Volunteer and Philanthropy Centre (NVPC) and conferred by the President of Singapore, this top accolade recognises charities that mobilise networks and community-driven solutions to drive meaningful giving and lasting impact.



(leftmost) Mr James Tan, CEO of TOUCH Community Services, and the TOUCH Reablement team at the Community Care Excellence Awards by the Agency for Integrated Care.

TOUCH's Reablement Programme received the Silver Award at the Community Care Excellence Awards by the Agency for Integrated Care. This award recognises the organisation's commitment to help seniors at risk of functional decline regain independence and take charge of their health.



Mr James Tan, CEO of TOUCH Community Services, receiving the People's Association Community Spirit 2025 Merit Award from Ms Low Yen Ling, Senior Minister of State, Ministry of Culture, Community and Youth and Ministry of Trade and Industry, on behalf of TOUCH.

TOUCH received the People's Association Community Spirit 2025 Merit Award in recognition of its contributions to the Sembawang Central Division through TOUCHpoint@Wellington 513, where diverse senior engagement programmes created meaningful opportunities for seniors to stay active and healthy while building strong social support networks. This award recognises exemplary partners who have assisted in building social capital and contributed to the community.

Meeting Community Mental Health Needs

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

In 2025, guided by the theme "Breaking Stigma, Championing Workplace Mental Health" and with a focus on workplace mental health, BTL launched BeyondWords AI affirmation cards as a tool for reaching out to colleagues. The year-long campaign also achieved 116 physical engagements across 42 schools, 34 community events and 40

workplace engagements, reaching over 67,100 individuals. Its social media campaign effort reached over 8.35 million users and achieved over 532,600 engagements.

An evaluation survey with 2,087 BTL participants highlighted critical findings:

- 98.2% reported willingness to support loved ones with mental health conditions
- 94.1% reported awareness of mental health support and resources
- 83.7% reported willingness to seek professional and/or non-professional help for their mental health
- Among a subset of 233 respondents who were employers and/or personnel involved in hiring decisions, 69.5% reported willingness to hire persons with mental health conditions.

The annual flagship BTL Fest 2025, held from 12-13 September 2025 at Plaza Singapura, and graced by Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development, spotlighted meaningful and courageous stories of persons with lived experiences, and was covered in some 20 media reports. The event had a combined footfall of more than 4,000 and mobilised 100 volunteers.



(From left) Mr James Tan, CEO of TOUCH; Mr Tony Tan, Chief Corporate Officer of CapitaLand Development and Executive Director of CapitaLand Hope Foundation; Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development; and Ms Tan Li San, then-CEO of NCSS.

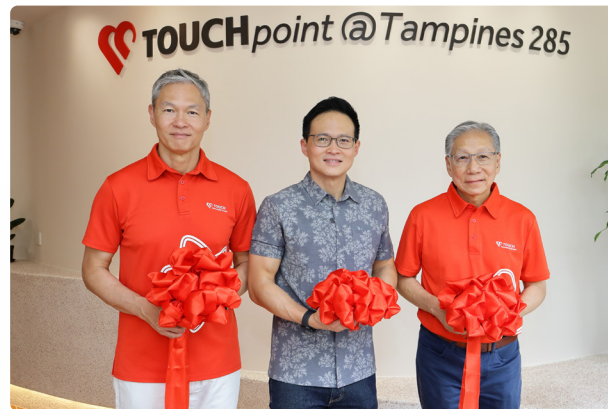


(From left) Mr Kwong Kin Mun, Chairman of TOUCH; Mr James Tan, CEO of TOUCH; Mr Tony Tan, Chief Corporate Officer of CapitaLand Development and Executive Director of CapitaLand Hope Foundation; and Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development; interacting with BRAVE, the mascot for Beyond the Label.

Increasing Service Accessibility with TOUCH's first Collaborative Community Hub

TOUCHpoint@Tampines 285, the first collaborative community hub of its kind, was launched on 28 March 2026 by Mr Desmond Choo, Minister of State for Defence and Member of Parliament for Tampines Changkat SMC, and attended by over 500 residents from Tampines.

Designed to build community cohesiveness and empower residents through skills development, income opportunities, caregiver support, and mental wellness programmes, the community hub houses three concept spaces – Carer Space, MIND Cove, and JOURNEY, which holistically support caregivers, persons with special needs, as well as youths. It seeks to inspire connection, empowerment, and inclusivity for residents across different life stages.



(from left) Mr James Tan, CEO of TOUCH Community Services; Mr Desmond Koh, Minister of State for Defence and Member of Parliament for Tampines Changkat SMC; and Mr Kwong Kin Mun, Chairman of TOUCH Community Services; at the opening of TOUCHpoint@Tampines 285.

TOUCH J.A.M. Carnival 2026

The inaugural TOUCH J.A.M. Carnival brought together families for a fun weekend of games, live performances and scrumptious food. Supported by SP Group, the charity event was launched by Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development. Mediacorp artiste, Ms Rebecca Lim, made her first official appearance as TOUCH Ambassador, while celebrity emcee Mr Gurmit Singh hosted the launch.

At the event, SP Group donated \$2.1 million to establish the SP CHAMP League, supporting over

700 children and youths aged seven to 17 years from lower-income families. In total, \$3.3 million was raised at the event in support of the Heart of Community Fund – a dedicated fund under TOUCH that brings hope, care, and support to individuals and families who need it most.

The three-day event attracted more than 4,500 visitors and featured highlights such as the JOURNEY x Snoopy: Galactic Playground collection launch and performances by TOUCH beneficiaries, Lullaboy, 53A, and Glenn Yong.



(from left) Ms Rebecca Lim, Mediacorp Artiste and TOUCH Ambassador; Mr James Tan, CEO of TOUCH Community Services; Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development; Ms Loong Hui Chee, CEO of SP Services; and Mr Ted Tan, Vice Chairman of Community Chest; at the launch of TOUCH J.A.M. Carnival.

Appointment of TOUCH Ambassador

TOUCH appointed Mediacorp artiste, Ms Rebecca Lim, as its first TOUCH Ambassador. Drawing on her reach and charisma as a respected public figure, the collaboration helps grow visibility and scale up outreach efforts more effectively. Since the appointment, Ms Lim has supported TOUCH in initiatives such as Race to Raise 2025 and TOUCH J.A.M. Carnival 2026, and advocated for the organisation's various causes over social media.



Ms Rebecca Lim, Mediacorp Artiste and TOUCH Ambassador.

Rebranding of TOUCH Preschools

TOUCH's inclusive preschool footprint was expanded with the transfer of YMCA of Singapore's Child Development Centres (CDC) to TOUCH. TOUCH Preschools Limited was appointed as the new operator as of 1 September 2025, taking over the management of three CDCs in Bukit Batok, Woodlands, and Zhenghua, expanding its preschool network to five centres. The transition strengthened access to quality preschool education while reinforcing service excellence through the attainment of POP 3.0 status, reflecting enhanced quality standards and compliance.

As part of the transition, TOUCH Preschools was also rebranded as HATCH by TOUCH Preschools, with refurbished centres, updated school uniforms, a newly launched website, and child-friendly brand elements to strengthen the preschool's identity and sense of belonging. The rebranding to HATCH by TOUCH Preschools also aimed to create a refreshed and cohesive preschool identity across centres, reflecting new beginnings, growth, inclusion and hope through updated centre visuals, uniforms, website, and child-friendly motifs.



A new look at a HATCH by TOUCH Preschools centre.



A JOURNEY of Building Independence and Employability through Art



The seniors and special needs artists behind the artwork for Doing Good Together.

In celebration of SG60, eight JOURNEY Special Artists with intellectual disabilities joined hands with eight seniors from TOUCHpoint@Yishun 436, combining their talents to create a curated piece of art to be used in an exclusive limited edition Doing Good Together Care Kit. Each Care Kit features 25 unique artworks by the Special Artists and Seniors, and comprises a sling bag, water bottle, towel and exercise band to inspire wellness.

In a partnership with Cloop, a circular fashion social enterprise, TOUCH launched the JOURNEY RE:MAKE initiative to foster a community that empowers and creates opportunities through upcycling. Through the programme, caregivers and women in transition are equipped with sewing skills to turn surplus materials into upcycled products for sale – enabling them to earn an income while building confidence and employability.

Empowering the Community Through Awareness and Resource Development

The Impact & Research team published TOUCH Wellness Stories, a series of children's storybooks exploring themes on online safety and healthy screen time habits. Aimed at promoting wellness from young, TOUCH Wellness Stories was launched through the *Start Small Dream Big* initiative with a storytelling session and has since reached at least 2,000 families. The series was also featured in the *Singapore Writers Festival* and is available for purchase at major bookstores using SG Culture Pass credits.



A collection of TOUCH Wellness Stories children's storybooks.

Special Appointments in FY2025



Youths participating in the soap making groupwork session as part of the CREST-Youth programme.

To bolster mental health in youths in Singapore, TOUCH was appointed by the Ministry of Health (MOH) and AIC to run the CREST-Youth programme at Marine Parade, from 1 July 2025 to 31 March 2028.

Eldercare is an increasingly important area of support that TOUCH provides. In the year in review, TOUCH was appointed by MOH and AIC as an Integrated Community Care Provider (ICCP) in 20 Sub-Regions, comprising ICCP Point-of-Contact in four Sub-Regions (Kallang Novena 4, Yishun Mandai 1, Sembawang 1 and Ang Mo Kio 5) and Service Provider for Enhanced HPC+ in 16 Sub-Regions. The appointment period is from 1 April 2026 to 31 March 2030.

TOUCH was appointed as a Families for Life@Community (FFLC) service provider at FFLC Jalan Besar/Toa Payoh, by MSF, from 1 April 2025 to 31 March 2027. It provides programmes aimed at enriching family relationships and strengthening bonds.

Building independence in persons with special needs is a key area that TOUCH is addressing. In FY2025, TOUCH was appointed the service provider and operator of MyHaven@Jurong West, part of the Enabled Living Programme by the MSF and SG Enable. The term runs from 1 December 2025 to 30 November 2028.



(center) Ms Ang Chiew Geok, Group Head of TOUCH Special Needs Group, interacting with clients in a public rental flat that is part of MyHaven@Jurong West.

To improve the quality of life for persons with disabilities through independent living, TOUCH was appointed by SG Enable as the anchor operator for the Independent Living Studio at Enabling Village. The term runs from 1 March 2026 to 28 February 2029.



A simulated HDB flat set up for the Independent Living Programme.

Contributing to the Sector Through Knowledge Sharing

Deepening Expertise in Social Services

To grow knowledge and deepen expertise in the social services sector, TOUCH partnered the National University of Singapore's Social Service Research Centre (NUS SSR) to organise the NUS SSR-TOUCH Conference 2025: Sustained Well-Being in Future Ready Communities.

Graced by Special Guest, Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law and Ministry of Social and Family Development, the conference brought together an audience of more than 300 from the social service and healthcare sectors, government ministries, academic institutions, and philanthropic organisations.

TOUCH's Chief Transformation Officer (CTO), Mrs Anita Low-Lim, moderated a panel discussion, while topic experts from TOUCH Counselling & Psychological Services, TOUCH Caregivers Support, TOUCH Cyber Wellness and the Impact & Research team shared their expertise in masterclasses and workshops.

Learning Points from TOUCH Programme

The award-winning Project 1,2,3 by TOUCH, which addresses issues that affect the ability of lower-income families to seek and sustain employment, was cited as a programme with key learnings for the social services sector. It was selected as a case study with scalable impact in MSF's Supporting Lower-Income Households Trends Report 2025. TOUCH was also invited by the National Council of Social Service to share the programme's experience and good practices, as part of the President's Challenge Empowering for Life Fund (PC-ELF) impact reporting session.



Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Affairs (centre, front row); and Mrs Anita Low-Lim, Chief Transformation Officer of TOUCH (fifth from right, front row); with attendees and speakers at the NUS SSR-TOUCH Conference 2025.

Privacy and Responsible AI

TOUCH CTO, Mrs Anita Low-Lim, was invited to speak as a panellist at the Roundtable on Privacy and Responsible AI in Mental Health co-organised by The Centre of AI in Medicine (C-AIM) at Nanyang Technological University Singapore, the Institute of Mental Health, NHG Health, and the Asian Centre for Health Behavioural Insights and Interventions (HABITS), on 23 February 2026. She shared insights on cultural sensitivity and context-aware design in AI for mental health, highlighting the need to stay attuned to evolving youth lingo, build professionals' ability to recognise culturally contextualised expressions of distress, involve stakeholders in co-creation, and strengthen family resilience rather than support individuals in silos. The insights from this roundtable will inform a forthcoming white paper, outlining initial principles and guidelines for safe, effective digital mental health strategies.

Sharing Research and Evaluation-informed Insights

As part of its continued engagement with other sector organisations, TOUCH participated in five local and two international conferences. The Impact & Research team partnered direct services and contributed to eight oral presentations and two posters, featured at high-impact conferences, with topics ranging from mental wellness and reablement to cyber wellness.

Partnerships with Corporates and the Community

CapitaLand Hope Foundation

CapitaLand Hope Foundation's generous support enabled the launch of Carer Space at TOUCHpoint@ Tampines 285 – TOUCH's first dedicated space supporting caregivers through education programmes, practical resources and social connection. This partnership deepens TOUCH's and CapitaLand Hope Foundation's shared commitment to enable seniors to age well in the community by recognising and strengthening the vital role caregivers play.



(From left) Mr Desmond Koh, Minister of State for Defence and Member of Parliament for Tampines Changkat SMC; Mr James Tan, CEO of TOUCH Community Services; and Mr Tony Tan, Chief Corporate Officer of CapitaLand Development and Executive Director of CapitaLand Hope Foundation; at the unveiling of Carer Space at TOUCHpoint@ Tampines 285.

Senoko Energy Pte. Ltd.

For the past five years, Senoko Energy has been actively supporting the community through the adoption of a TOUCH Young Arrows (TYA) club, enabling children to build meaningful connections through club activities and various other initiatives that foster growth and opportunities.

Beyond community outreach, Senoko Energy champions climate action by converting users' energy savings into donations to TOUCH.



Senoko Energy volunteers at a TYA programme.

Project V 2025

Under Project V (co-led by National Council of Social Service and National Volunteer & Philanthropy Centre), Lonza, a Swiss multinational company, supported TOUCH's Meals-on-Wheels programme, mobilising 80 volunteers. Together, they contributed 240 hours of service, benefiting 404 seniors.



(Centre) Mr James Tan, CEO of TOUCH Community Services; and Ms Annie Lim, Head of Human Resources (Global) at Lonza, receiving the Project Volunteer (Project V) Award at the Project V 2025 Appreciation Ceremony.

Citi Foundation Global Innovation Challenge

In October 2025, Citi Foundation awarded TOUCH a US\$500,000 grant under its Global Innovation Challenge 2025. TOUCH is one of 50 organisations –

and the only one from Singapore – awarded the grant, which will be used to expand TOUCH's ACCELERATE mentorship and employability programme.

TOUCH Caregivers Support Group (TCG)



45

CAREGIVERS benefited from Carer Lighthouse/Group Programme over 4 runs



CONDUCTED

7

support network and community gathering sessions, helping

82

caregivers to stay connected



SUPPORTED

1,208

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

Of these,

296

were related to persons with special needs (a 252% increase from the previous year).



ADVOCATED

about caregiving issues to

278

participants through

13

talks and workshops across different areas of caregiving, such as financial costs, emotional costs of caregiving and resources available



► A new Carer Space opened in TOUCHpoint@Tampines 285, housing an Age+ Living Lab in partnership with Singapore University of Social Sciences (SUSS). Carer Space by TCG is TOUCH's first dedicated space where caregivers can receive personalised support, access resources and attend programmes to empower and sustain them. Focused on education, resources and social connection, it aims to strengthen caregiver-care recipient relationships and enhance overall quality of life for both parties. The Age+ Living Lab provides additional resources for caregivers by helping their loved ones gain independence through gerontechnology and assistive devices.



A caregiving talk at TOUCHpoint@Tampines 285.

► TCG secured NCSS x Income OrangeAid funding for the Carer TORCH programme, which aims to support caregivers through the often complex and challenging caregiving journey. Like a torch that lights the way, the programme helps caregivers navigate uncertainty, enabling them to move forward with greater confidence and reassurance.

► TCG also secured funding from CapitaLand Hope Foundation for Carer Space programmes,

such as Carer Lighthouse, and two Community Gatherings organised to bring caregivers and their loved ones together for bonding and respite.

► Care Line has become the primary touchpoint for enquiries regarding TOUCH's Integrated Community Care Provider (ICCP) matters and Enabling Services Hub @ Jurong (ESH@Jurong), with a rise in calls presenting multiple and complex needs.



Staff and participants at a Carer Lighthouse session.

TOUCH Counselling & Psychological Services (TCPS)



GROVVE @ *SCAPE

reached over

13,700

YOUTHS with TCPS as a contributing partner



LAUNCHED

2

new mental health programmes for youths – Community Resource, Engagement & Support Team for Youth (CREST-Youth) and Youth Integrated Team (YIT)



8,207

INDIVIDUALS served by CREST Ang Mo Kio, Sembawang and Youth-Marine Parade



TOUCHline

received

1,617

enquiries about counselling and mental wellness programmes

► Officially marked a full year of operation at grovve @ *SCAPE. Initiated by NCSS, grovve is Singapore's first integrated wellness centre designed with youths for youths and their caregivers. It is supported by dedicated and recognised organisations in the youth mental health and social services spaces. Together with partners like TCPS, grovve has reached over 13,700 youths since April 2025.

► Two new mental health programmes for youths were started in July 2025 – CREST-Youth provides basic emotional support to youths aged 12 to 25, while Youth Integrated Team provides psychotherapeutic intervention to youths aged 12 to 25.

► Three existing programmes were renewed in the past year.

- **Trauma Access:** Appointed by MSF to facilitate the reunification of Child or Young Person (CYPs) who have been removed from their families through supervised access, guided intervention and session debriefs.

- **LiveOn!:** To date, TOUCH has served 121 clients. The 'MindMyMind' mobile application is undergoing Phase 2 upgrades with new features, such as the implementation of safety detectors, and the incorporation of AI elements. Due to the traction gained for this programme over the past three years, referrals for LiveOn! has now been extended to all government hospitals and medical institutions. LiveOn! continues to help youths reduce their suicidality risk, improve their emotional regulation, and include their family members (and other stakeholders) throughout the intervention course to provide continuous community support.

- **DigitalMINDSET:** This programme helps youths tackle excessive device use issues and improve emotional regulation. It involves 1-to-1 sessions as well as family and group sessions. Thirty-nine clients have been enrolled since July 2025.



Youths participating in the soap making groupwork session.



TOUCH staff sharing about DigitalMINDSET and active listening skills at grovve @ *SCAPE

TOUCH Developmental and Therapy Services (TDTS)



SERVED
424

individuals with developmental challenges and their caregivers



OVER
80%

of neurodevelopment programme attendees saw an improvement in cognitive and learning ability after the programme

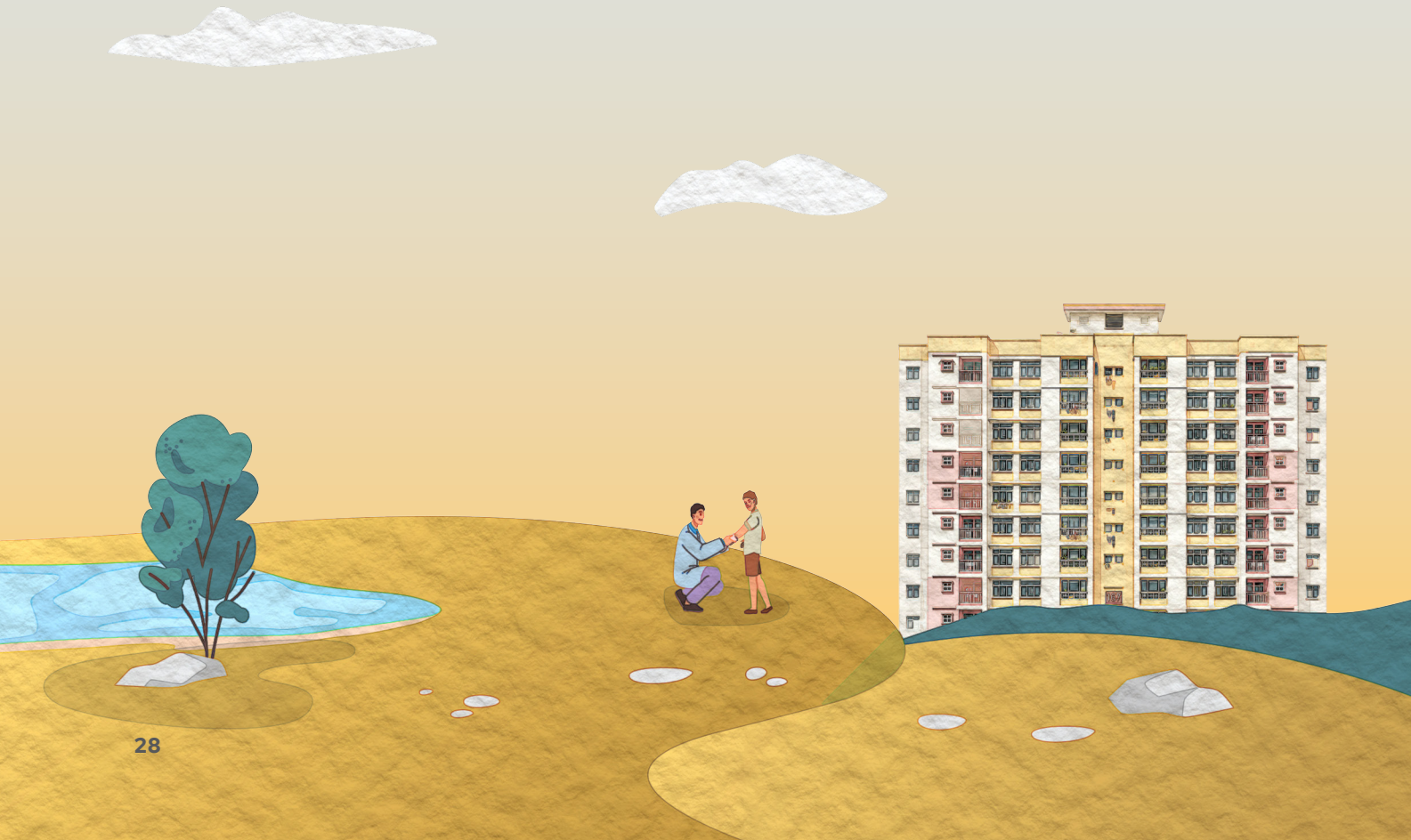


85
CHILDREN screened, with
68

receiving intervention in DSLS



84%
of CHILDREN/INDIVIDUALS with developmental challenges showed improvement in their cognitive and learning abilities through the neurodevelopment programme, according to parent rating forms



TDTS was featured on the popular YouTube channel, Outcasts, showcasing its specialised intervention work, where one of its therapists shared insights on children’s developmental challenges and support strategies.

Scan or click on the QR code to view the video:



A total of 43 individuals – comprising adults, children and their parents – along with eight trainees with special needs from TOUCH Centre for Independent Living (Ubi), participated in the neurodevelopment programme to improve their cognitive and learning abilities.



Staff and participants during a session of the neurodevelopment programme.

Developmental Intervention Service (DIS)



A TDTS therapist guiding a young client through a programme session.

- ▶ Established referral relationship with child development units of National University Hospital (NUH) and KK Women’s and Children’s Hospital (KKH). TOUCH is privileged to be the community resource that they refer patients to.
- ▶ Successfully completed one run of the Neurodevelopmental Movement Programme with TCIL (Ubi) for one class of Persons with Intellectual Disabilities (PwIDs) with positive outcomes. A second run with another class has commenced.
- ▶ Expanded to three additional service locations – Hougang, Jurong and Tampines – for a total of six service locations to make services more accessible.

Development Support – Learning Support (DSL)

- ▶ Ramped up outreach activities with new preschools to provide subsidised early intervention to preschoolers in K1 and K2 with mild developmental or learning challenges.
- ▶ Onboarded New Life Preschools for DSL, with new cases starting in May 2025.

TOUCH Elderly Group



SERVED
10,156
elderly clients



REACHED OUT TO
6,217
seniors through TOUCH
Active Ageing's services and
programmes



PROVIDED
social support and
intervention to
475
vulnerable seniors under
TOUCH Community
Case Management



EMPOWERED
451
seniors to be independent
again through rehabilitation
programmes



DELIVERED
635,629
meals to
1,852
homebound seniors through the
Meals-on-Wheels programme



REACHED
3,013
seniors through TOUCH
Home Health and TOUCH
Home Help's home care
services

Driving Integrated, Person-Centred Care Across Communities

- ▶ Appointed as the ICCP Administrative Point-of-Contact (POC) across four sub-regions – Ang Mo Kio sub-region 5, Kallang-Novena sub-region 4, Yishun-Mandai sub-region 1, and Sembawang – for three years.
- ▶ TOUCH Elderly Group facilitates and implements care assessment, care planning, and service coordination in collaboration with sub-regional partners, advancing integrated, person-centred care within the community ecosystem.



Attendees from various organisations at an ICCP meeting led by TAA.



Attendees of the clinical-community integration visit at TOUCHpoint@AMK 433.

TOUCH Active Ageing (TAA)

- ▶ TOUCH embarked on a four-year collaboration with Singapore University of Social Sciences (SUSS) on the Reminiscence programme, training Reminiscence Facilitators – comprising senior volunteers – to engage fellow seniors cognitively and enriching seniors' emotional well-being through structured life story engagement.
- ▶ TOUCH deepened clinical-community integration in November 2025 by hosting a visit by the CEO of the Agency for Integrated Care (AIC) at TOUCHpoint@AMK 433. It showcased integrated efforts across Active Ageing Centres (AACs) and TOUCH's CREST team.

- ▶ Between November 2025 and March 2026, TOUCH conducted four "Eat, Chat, Bond" sessions in collaboration with National Healthcare Group (NHG). They brought together healthcare leaders and specialists to engage seniors through meaningful conversations over shared meals, generating insights to enhance community care services.
- ▶ To empower communities and volunteerism, TOUCH launched Caring Neighbours at TOUCHpoint@Yishun 162, supported by CapitalLand Hope Foundation. Three hundred seniors joined as Caring Neighbours to provide mutual support, foster neighbourliness, and advocate for a caring environment. In March 2026, a closing appreciation event was held with corporate volunteers to celebrate their contributions.

TOUCH Community Case Management (TCCM)

- ▶ Engaged corporate volunteers to make a direct impact. Eleven volunteers from Singapore Airlines spent 44 hours spring cleaning at four client units, while 88 volunteers from Cathay United Bank CU Smile helped with painting and cleaning for over nine hours at 23 client units. THT Transport Services sponsored grocery delivery to 137 clients, while the FairPrice Groceries Donation Drive provided daily essential items to all TOUCH CCMS clients from May to November 2025.
- ▶ Organised festive celebrations and outings to bring joy to clients, such as a Chinese New Year lunch with 43 clients from the teams at Central and Northern region of Singapore. Seventeen CCMS clients also went on an outing to River Wonders, while 59 other clients enjoyed mooncake donations from Oni Cupcakes later in the year.

TOUCH Day Rehabilitation Centre (TDRC)

- ▶ In all, 4,358 persons attended TDRC, while 6,077 turned up for Gym Tonic.
- ▶ Successfully completed the Silver Strength programme, developed by TDRC's physiotherapy team. The programme aims to build awareness for the importance of physical activity, provide useful resources in delaying and managing frailty,

and help seniors lead active and healthy lives. Sixty-six seniors registered for the programme which was implemented at TOUCH's AACs in Ang Mo Kio and Geylang Bahru. After the programme, more than 55% seniors engaged in moderate intensity physical activities for the recommended duration of 150 minutes or more per week.



Attendees of a Silver Strength programme session.

TOUCH Home Health and TOUCH Home Help

- ▶ Conducted a 12-week home-based reablement intervention programme that supported seniors to age well through self-identified goals and ownership. Of the 121 clients discharged after March 2025, most achieved at least one goal (96.7%), increased functional independence in basic Activities of Daily Living (ADLs) (80.2%) and instrumental ADLs (62.0%), confidence (93.3%), and overall well-being (83.9%). Most caregivers (66.7%) also described lower caregiving burden. Most results were sustained for at least six months. The programme was featured in a CNA docuseries in January 2026, with results showcased at international and local conferences.



TOUCH's Reablement Team with a client featured in CNA's three-part docuseries, *Behind The Work: Life In Social Service*.



TOUCH staff providing a senior with home care services.

- ▶ Demand for home help services continued to grow during the year in review, reflecting higher service volumes across key programmes. The medical escort and transport service covered 9,151 two-way trips, Meals-on-Wheels delivered 635,629 meals, while Home Personal Care offered 47,841 hours of aid.
- ▶ Demand for home health services also remained strong with 314 Home Medical visits, 6,379 Home Nursing visits, and 2,172 Home Therapy visits.

TOUCH Integrated Family Group



TOUCH ADOPTION SERVED

1,010

individuals



TOUCH ADVENTURES RECEIVED

96%

satisfaction rating for
learning programmes



TOUCH PARENTING EMPOWERED

8,098

parents through its programmes



TOUCH PRESCHOOLS

provided quality preschool
care and education to

1,180

children across

5

centres



TOUCH FAMILY SUPPORT SUPPORTED

1,186

vulnerable families to maximise their
potential for upward social mobility



TOUCH LEADERSHIP & MENTORING

reached out to

5,692

students through various
physical, virtual and hybrid
programmes



TOUCH YOUNG ARROWS

social support and
impacted

488

children with the support of

409

regular volunteers at over

20

locations nationwide,
through weekly mentoring
sessions



TOUCH YOUTH ENABLEMENT

engaged

589

youths across

3

ITE campuses, supported
by corporate volunteers,
and reached

161

caregivers of students with
special education needs



TOUCH MARRIAGE SUPPORT

prepared

180

couples for marriage
and supported

153

couples in enriching
their marriages

TOUCH Adoption

- ▶ TOUCH conducted its annual children workshop, My Story to Tell, to empower young adoptees to identify their big emotions and learn how to handle their adoption story.
 - » The workshop is crafted to be easy to understand and engaging for young adoptees aged seven to nine. It teaches them who, when and how to tell their story.
 - » It also supports adoptive parents in guiding meaningful conversations about adoption with their children.
 - » Fifteen children and 16 parents attended the workshop in the year in review.



A staff member having a conversation with an adoptee and an adoptive parent.

TOUCH Adventures (TA)

- ▶ Strengthened partnership with the Civil Service Club (CSC) through the soft launch of the Low Elements Adventure Facility (L.E.A.F) at CSC Loyang in November 2025. This marks an exciting step forward in expanding accessible, ground-based adventure programming designed to foster teamwork, resilience, and personal growth.

The Low Elements course introduces a series of challenge stations that focus on collaboration,

communication, and problem-solving in a safe and supportive environment. Suitable for participants of varying ages and abilities, the programme emphasises experiential learning while encouraging individuals to step out of their comfort zones. It also complements TOUCH Adventures' broader mission to inspire growth and empower individuals through adventure-based learning.



Senior Management and core team from TOUCH and CSC at the launch of L.E.A.F at CSC Loyang.



TOUCH CEO James Tan (seated, in white) with Mr Joel Tan, CEO of KidSTART, and the KidSTART team.

TOUCH Family Support (TFS)

- ▶ Established KidSTART@TOUCH Community Services' office at One Punggol to serve families in the area. In the first year, 75% of children with two years or more of intervention met age-appropriate developmental milestones in at least four of five child development domains using the Ages and Stages Questionnaire (ASQ) at five years old.
- ▶ Launched the latest run of Project 1,2,3, in collaboration with MSF ComLink+, to extend the service to residents in Yishun and Ang Mo Kio. The programme, which supports employment readiness and retention, was featured in MSF's Lower-income Household Trends Report 2025. After a year, the intervention resulted in strong outcomes:
 - » 87.5% of clients secured employment within one year, exceeding target of 60%.
 - » 37.5% of clients were able to sustain employment for a minimum of six months, exceeding target of 30%.
- ▶ Scaled up and relaunched Life's Good Deeds, a home improvement programme supported by LG Electronics to provide essential household appliances to vulnerable families, and client-facing centres. Since August 2025, the programme has distributed 100 home

electrical appliances, such as refrigerators, washers, and TVs, to 57 households and 31 client-facing centres.

- ▶ Hosted NTUC First Campus for a learning journey to exchange ideas on strengthening partnerships to support lower-income children and families.
- ▶ Appointed as Course Facilitator and Trainer for MSF ComLink+ Family Coaches, providing casework training to enhance the skills and competencies of frontline officers supporting lower-income families.



NTUC First Campus attendees at the learning journey hosted by TOUCH.

TOUCH Leadership & Mentoring (TL&M)



TOUCH CEO James Tan (in red) pictured with Cluster Heads of TOUCH Motivators.

- ▶ Celebrated 25 years of being a pivotal show partner for the National Day Parade (NDP). Trained 541 youths from six Institutes of Higher Learning to be motivators to engage an audience of 29,000.



NDP motivators pose for a group photo during parade preparations.

- ▶ Co-created the Intergenerational Service-Learning project with TOUCH Active Ageing (TAA) and worked with Aptitude Centres at ITE College East and ITE College West to mobilise neurotypical and neurodivergent youths to serve the elderly community through M4H Active Life 60+, a programme by TAA that focuses on enabling seniors to age healthily through fitness, nutrition and friendship. Sixty seniors and 60 students from the two ITE College campuses participated in three runs of the project.



ITE youths with TAA seniors during a nutrition workshop as part of the youths' Service-Learning project.

TOUCH Marriage Support (TMS)

- ▶ Appointed by MSF as the Families for Life @ Community (FFLC) service provider for marriage and parenting programmes for the Toa Payoh and Jalan Besar Region.
 - » During the year, 66 persons were prepared for marriage through ePREP and 68 couples were enriched in their marriage through PEMEP under the FFLC programme.
- » Offered complimentary ePREP (online Prevention and Relationship Education Programme) to soon-to-wed or newlywed couples as well as complimentary Prepare/Enrich Marriage Enrichment Programme (PEMEP) for couples married more than two years.
- ▶ Appointed by MSF as one of 13 approved marriage preparation service providers. TOUCH is also the only agency in Singapore appointed to support couples below 18 who want to get married under the Special Marriage License.



Attendees of the Building Connections, Celebrating Marriage workshop aimed at helping married couples reconnect.

TOUCH Parenting (TP)

- ▶ Delivered holistic parenting programme offerings including Triple P Levels 2 and 3, topical talks, and Non-Funded Programmes (NFP), reaching 8,098 parents across diverse life stages.
- ▶ Introduced and delivery of the Growing Intentional Families workshop through its G.I.F.T. Parenting programme, supporting parents with babies and toddlers through both group and individual sessions.
- ▶ Launched and grew the Parent Empowering Groups (PEG). Batch 2 launched on 18 July 2025 following a successful first launch in February 2025; Batch 3 launched on 1 March 2026. Batches 1 and 2 concluded successfully with 31 facilitators and 58 parents.



Attendees of PEG during a group-sharing session.

TOUCH Preschools

- ▶ Attained Partner Operator Scheme (POP) 3.0 status, strengthening compliance and quality standards, and offering lower subsidised school fees (1 January 2026 to 31 December 2030), making quality preschool services more accessible for young families.
- ▶ Conceptualised and implemented the 3I Framework to guide the way children learn, teachers nurture and how families are supported.
 - » Inquire: Children are encouraged to ask questions and discover answers through play.
 - » Include: Every child is welcome, and every family is embraced as part of our community.
 - » Inspire: Meaningful experiences ignite creativity, courage, and a sense of purpose.
- ▶ Successfully implemented a new preschool curriculum across all five centres, enhancing teaching and learning practices. A developmentally appropriate curriculum supports holistic child development, strengthens teaching practices across centres, and enhances readiness for SPARK accreditation through aligned pedagogy, documentation, and assessment practices.
 - » New curriculum implemented across all classrooms, impacting over 200 children
 - » 100% of teaching staff across five centres trained in the new curriculum implementation
 - » Approximately 15% of children supported with additional developmental or learning needs
 - » Conducted regular parent engagement and communication initiatives across centres

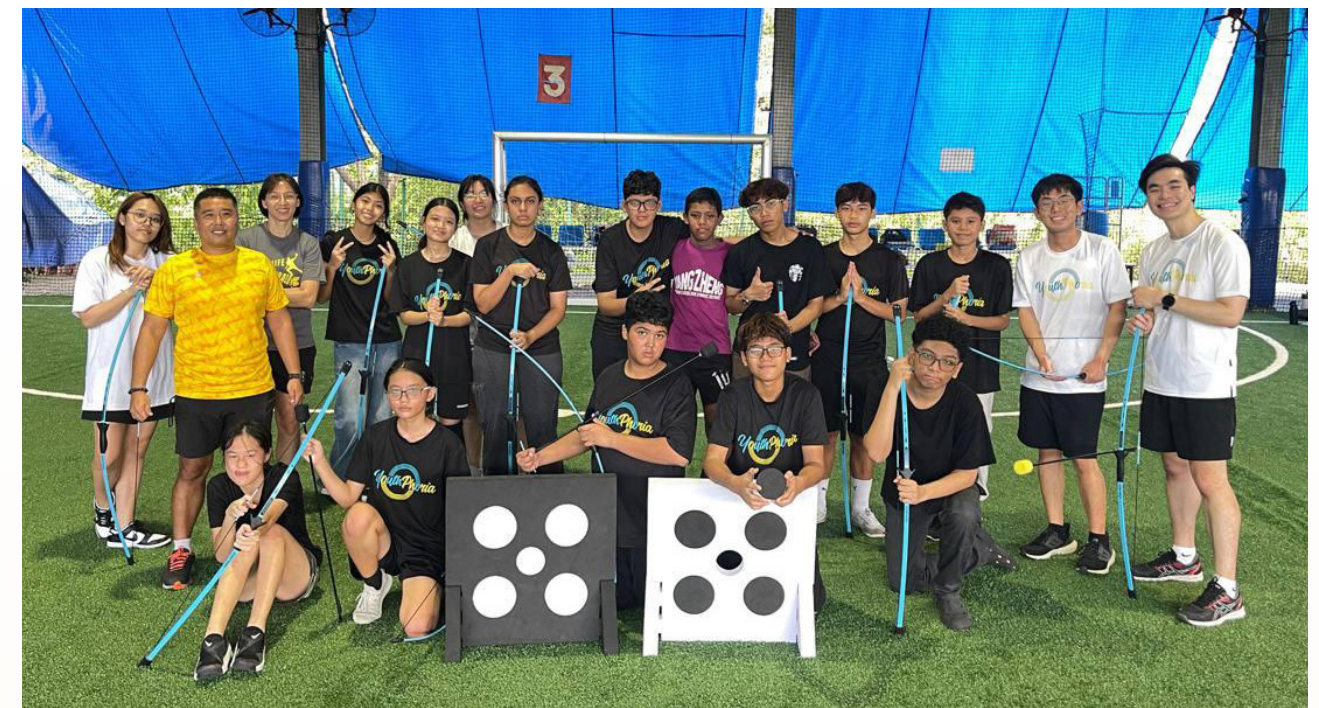


A new look at a HATCH by TOUCH Preschools centre.



Teachers at a training session by TOUCH Preschools.

TOUCH Young Arrows (TYA)



Youth at an archery session as part of SP Champ League.



TYA children at a painting workshop as part of SP Champ League.

- ▶ After a successful pilot in 2024, SP Group awarded TYA and YouthPhoria funding of \$2.1 million to benefit more than 700 children and youth from lower-income families over three years through SP Champ League. Children and youth will access immersive enrichment opportunities to develop self-discovery of non-academic interests and strengths, as well as build 21st century competencies.
- ▶ In the first year of the SP Champ League, 711 enrichment placements were taken up by clients across 42 programmes offered for Science, Technology, Engineering, and Mathematics (STEM), Arts and Sports, exceeding the target of 620 placements.

- Of those registered, 95.9% attended the enrichment programme, a strong indicator of positive onboarding by the team and volunteers in engaging parents and children/youth.
- 64.3% of attendees expressed that they had learnt more about their own strengths and interests.

Scan or click the QR code to learn more about SP Champ League.



- ▶ TOUCH Adventures and TOUCH Leadership & Mentoring co-organised Camp Explorer for 34 TYA Primary 6 clients to prepare them for a strong transition to secondary school life by imbuing values of self-confidence, perseverance and empathy.

TOUCH Youth Enablement (TYE)



APT-FAM volunteering community posing for a group photo.

- ▶ Launched Aptitude Family (APT-FAM), a volunteering platform for Aptitude graduates to grow their professional portfolio and give back to the community through National Youth Achievement Award (NYAA) accreditation. Fifty-six Aptitude graduates have been onboarded to the APT-FAM volunteering community.
- ▶ Built skill-based mentoring programmes in the field of creative arts (Aptitude Dance Club, and Aptitude Music Club) and provided platforms for youths to showcase growth. Forty-three Aptitude students have benefitted from skill-based mentoring in creative arts and 26 had performed in four showcase platforms.
- ▶ Partnered with corporate organisations to provide career readiness workshops, Industry Attachment (IA) mentoring and platforms to grow in confidence in social interactions through outings and structured activities. In all, 195 volunteers from schools and corporates served youths with disabilities across 10 volunteering platforms.



Youths learning how to play ukulele and bucket drum during a music workshop.



TYE youths performing a song during the TOUCH J.A.M. Carnival.



Guest-of-Honour, Mr Seah Kian Peng, Speaker of Parliament (second row centre, in white), with the representatives from TOUCH, Singapore Pools and Tote Board, as well as youths of HWAH@Serangoon, at the launch of the new centre.

- ▶ Partnered with Singapore Pools to launch Hub with a Heart @ Serangoon (HWAH@Serangoon) in January 2026. Speaker of Parliament Seah Kian Peng graced the occasion.
- ▶ Awarded the SG Youth Plan Pre-Engagement Pilot Funding by the National Youth Council (NYC) and Ministry of Culture, Community and Youth (MCCY), enabling the rollout of pilot programmes at HWAH@Serangoon.



TOUCH Special Needs Group (TSNG)



460

PERSONS with disabilities and caregivers served through Enabling Services Hub @ Jurong



434

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



REACHED OUT to

1,144

individuals through TOUCH Silent Club's workshops and programmes



ENGAGED

185

trainees, caregivers and members of the community through TOUCH Ubi Hostel's programmes and activities

Enabling Services Hub @ Jurong (ESH@Jurong)

The centre delivered more than 250 Continual Education and Learning (CEL) programmes and inclusive activities over the year, equipping Persons with Disabilities (PwDs) with practical life and social skills while creating meaningful opportunities for recreation and community participation.



TOUCH staff guiding clients during a workshop.

ESH@Jurong also strengthened long-term partnerships with community partners such as SportCares and the Infocomm Media Development Authority (IMDA) to expand inclusive sport and digital literacy opportunities for clients.

- ▶ The ESH@Jurong-SportCares partnership provides structured, inclusive badminton sessions for PwDs. From recreational play to eventually weekly training by a professional coach from SportCares, this programme promotes active and sustained participation. In the year in review, it reached out to 19 clients with intellectual and physical disabilities, helping them build confidence and learn sportsmanship.
- ▶ Partnering IMDA, ESH@Jurong strengthened clients' digital readiness by teaching practical digital literacy topics essential for daily living as well as strengthening their digital safety and encouraging responsible use.
- ▶ Brain Gym, a new programme to support PwDs not yet ready to assimilate into the ESH@Jurong programme, provides small, incremental steps to build basic functional skills and confidence. It supports physical activity, cognitive stimulation, social interaction and creativity. Started in November 2025, it has served 17 clients and five inclusive members.



ESH@Jurong clients formed the Red Lions team during badminton training, guided by a SportsCare coach.

TOUCH Centre for Independent Living (TCIL)



TCIL (Ubi) clients with TAA seniors and TOUCH Preschools' children at the Sports Carnival.

► SG60 Swim Together

Eight trainees from TCIL (Bukit Merah) participated in the SG60 Swim Together Singapore event, a national initiative promoting inclusion through swimming. In 10 sessions, they recorded 161 laps at Lower Delta Swimming Complex, contributing towards the national target of 100,000 laps in support of para swimming and the Singapore 2025 World Para Swimming Championships.

Trainees demonstrated improved physical endurance, the ability to follow structured instructions, and active community participation. Caregivers gained greater appreciation of their child/ward's abilities, experienced a sense of pride, and increased confidence in supporting community engagement. The experience reinforced inclusion, social participation, and shared accomplishment.

► Organising Cross-Services Events for Children and Seniors

TCIL (Ubi) has been adopting a thematic learning approach to create meaningful experiences and safe learning spaces for its clients and clients of other TOUCH services four years. In the past year, clients were exposed to a range of sports, with some participating in two inclusive competitions such as PlayAbility by SportCares and IBoccia by SUNDAC.

With the skills which they picked up, the clients of TCIL (Ubi) organised a year-end Sports Carnival for 20 seniors and 20 children from TOUCH Active Aging Centre and TOUCH Preschools respectively, promoting inclusion and meaningful social connection. Through a fun and interactive platform, the programme created opportunities for persons with special needs, seniors and children to interact with and better understand one another.



TOUCH clients performing together with students from St. Andrew's Autism School at the annual Orchard Road Christmas Light-Up.

► Christmas Performance by TCIL (Ubi) and St. Andrew Autism School

Nine clients from TCIL Ubi's Drumming Circle Enrichment Programme were invited to perform at the annual Orchard Road Christmas Light-Up. They showcased their drumming rhythms alongside students from St. Andrew's Autism

School and welcomed President Tharman Shanmugaratnam at the event. This national platform raised funds for over 300 social service programmes, while providing an opportunity for TOUCH clients to partner other institutions to showcase abilities, grow confidence and feel a sense of achievement.

TOUCH Silent Club (TSC)

► Active Senior Group (ASG)

Formed the ASG to provide a platform for deaf seniors aged 45 and above to come together for learning and social interaction. The group collaborated with Hwa Chong Institute's Project Hear Me Out to run the three hands-on workshops on Chinese language, photography and artificial Intelligence (AI) prompt engineering.

► Deaf Awareness and Sign Language

From April 2025 to March 2026, TSC conducted 17 Deaf Awareness and Sign Language workshops with various organisations and schools, including The Silent Experience. In all, 888 participants learnt about the deaf community and sign language. TSC also conducted a

round of Conversational Sign Language (CSL) workshops. These events helped raise deaf awareness and teach sign language as a means of communication with the deaf community in Singapore.

► Work Assistance Programme (WAP)

WAP enables persons with disabilities to secure and sustain meaningful employment through person-centred job coaching, inclusive employer partnerships, and continuous workplace support. In the past year, WAP expanded services beyond the deaf community to support persons with other disabilities, such as autism, physical disabilities visual impairment and intellectual disabilities.



TOUCH staff and clients communicating via sign language.

TOUCH Ubi Hostel (TUH)



Children from Small Wonder @ Ubi with TUH trainees.

► Sustaining Community Partnerships Through Meaningful Engagement

TUH embarked on the second year of partnership with childcare community partner, Small Wonder @ Ubi. The collaboration involved a 10-session engagement between 80 students aged three to six, and 16 TUH trainees.

Through structured activities such as pen-pal exchanges, cooking sessions, and craft-making, the programme created purposeful opportunities for interaction and learning. By engaging children at a formative age, the initiative helped raise early awareness and understanding of persons with special needs, fostering empathy, acceptance, and inclusive values through meaningful everyday interactions.

► Supporting the Transition to Independent Community Living

In preparation for the launch of the Enabled Living Programme @ Jurong, six trainees were identified for transition to independent living in

public rental flats. They underwent a structured preparatory programme, which incorporated home-based training to progressively increase time spent in their own living environments while strengthening essential independent living skills. Trainees will remain supported by social workers, coaches, community partners, and caregivers after graduation, ensuring continuity of care and sustained engagement.

► Strengthening Independent Living Through Community-Based Learning

Through structured classroom lessons and hands-on learning experiences, trainees were taught to navigate their communities and solve problems to build independence. In a programme focused on the local community, life skills coaches guided some 10 trainees to seek assistance at MRT stations when lost and use mobile phones to capture surrounding landmarks when asking for directions. Through the experience, trainees built up their confidence, problem-solving abilities, and community-navigation skills for meaningful participation in community living.

TOUCH Wellness Group



CONDUCTED
cyber wellness talks, workshops
and programmes for
94,084
educators, students and members
of the public.



REACHED
2,040
people through TOUCH
Mental Wellness' mental health
workshops and programmes.



TOUCH Cyber Wellness (TCW)

- **Digital for Life Funding**
TOUCH was awarded Digital for Life funding to develop and implement Phase 2 of the First Device Campaign (FDC), along with the Safe and Confident Youth Online (SACYO) programme, and the Incognito sandbox learning platform.
 - » To shape healthy digital habits early, FDC prepares families for the moment when children receive their first device. It provides practical tools, guided activities, and structured engagement to help parents set expectations, establish routines, and support their children's digital use from the outset. The launch event for FDC (Phase 2) was attended by Madam Rahayu Mahzam, Minister of State for Digital Development and Information. More than 130 parents and children have learnt to build healthy screen time habits together, adding to 15,000 families reached since the Phase 1 launch in March 2024.
 - » The SACYO programme and the Incognito sandbox learning platform help students navigate online risks and respond to real-world digital situations with greater confidence. Through applied learning and guided simulations, students practise key decision-making and safety behaviours in a structured environment.



Students at the SACYO programme.

- **Commissioned Research Study: Youth and Parent Voices On Digital Wellness**
Commissioned by TCW with support from Meta, the study uncovers how parents in Singapore are navigating their children's digital lives, including how they manage screen use, respond to online risks, and support their children's well-being. The insights generated local insights on emerging digital risks, youth experiences, and the link between digital behaviour and mental well-being through a mixed-methods study involving over 300 parents and youth.



Launch of First Device Campaign (Phase 2).

TOUCH Mental Wellness (TMW)

Driving Mental Wellness Advocacy and Education

- Represented TOUCH in leading the planning and execution of the national Beyond the Label (BTL) campaign co-led by NCSS and TOUCH to address mental health stigma and advocate for persons with mental health conditions. Throughout the year, it facilitated Work Group discussions among the BTL Collective to brainstorm and implement initiatives that

would benefit families and communities within schools, neighbourhoods and workplaces. It also organised the two-day BTL Fest at Plaza Singapura.

- Separately, in the past year, four school-based mental health workshops were conducted, reaching 1,366 students. Ten corporate mental health workshops were conducted, reaching 644 participants.



Beyond The Label Fest 2025 was held at Plaza Singapura from 12 to 13 September 2025.

MIND Cove

- Collaborated with TOUCH Counselling & Psychological Services to conceptualise and create MIND Cove, which includes the Tree of Tranquility station. It was unveiled at the launch of TOUCHpoint@Tampines 285 on 28 March 2026.

MIND Cove at TOUCHpoint@Tampines 285 equips youths with effective mental health strategies to cope with emotional distress and educate their caregivers on how they can support the youths.



TOUCH staff and youths seated by the Tree of Tranquility at MIND Cove.

TOUCH Professional Deputies and Donees (TPDD)



RECEIVED

619

enquiries, representing a

40%

increase from 442 enquiries in FY2024



34%

increase in Professional Doneeship



24%

increase in Professional Deputyship



11

applications filed for Simplified Deputyship Application (SDA), up

25%

on a monthly-adjusted basis



80

Advance Care Planning (ACPs) published



Increased Public Awareness and Enquiries



Sharing session with Ms Rahayu Buang, Public Guardian, and the Office of the Public Guardian team.

- ▶ Outreach efforts such as radio talk shows, grassroots organisations, religious organisations and financial and estate planners, together with the Office of the Public Guardian's waiver of Lasting Power of Attorney (LPA) Form 1 registration fees, contributed to a 40% year-on-year increase in enquiries and a 10% conversion rate to cases.
- ▶ Enabled continuity of decision-making by providing Professional Doneeship under LPA and court-appointed Professional Deputyship, ensuring consistent management of seniors' personal welfare, and property and affairs should they lose mental capacity.



A TOUCH staff member sharing about end-of-life planning with seniors.

Implementation of SDA

Following the launch of the SDA service in January 2025, the team received 104 enquiries and supported families and next-of-kin to file 10 SDA applications via iFAMS, the Family Justice Courts' online application platform.

Sector and Community Recognition

TPDD's contributions to championing Advance Care Planning outreach were recognised at the Partners' Appreciation Event organised as part of the Office of the Public Guardian's 15th Anniversary Celebration, which was graced by Guest-of-Honour, Minister of State for Social and Family Development, Mr Goh Pei Ming.

Facts & Figures 2025

The report for 2025 reflects numbers from the full financial year (1 April 2025 – 31 March 2026).

Services***	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. Of Volunteers (Regular* & ad-hoc**)		Lives Touched	
	2025	2024	2025	2024	2025	2024
TOUCH Community Services Ltd						
TOUCH Caregivers Support Group (TCG)						
TOUCH Caregivers Support	4 FT	5 FT	8* 14**	4* 9**	6,279	5,594
TOUCH Elderly Group (TEG)						
TOUCH Active Ageing	29 FT 2 PT	30 FT 1 PT	2,920* 1,847**	305* 2,990**	6,217 ⁱⁱ	9,782
TOUCH Community Case Management	8 FT	8 FT	17* 99**	12* 0**	475	361
TOUCH Day Rehabilitation Centre	5 FT 1 PT	5 FT 1 PT	0* 0**	0* 0**	451	413
Home Care Services: - TOUCH Home Health - TOUCH Home Help	115 FT 3 PT	117 FT 3 PT	8,474* 3,805**	6,806* 4,851**	3,013	2,766
TOUCH Integrated Family Group (TIFG)						
TOUCH Adoption	5 FT 1 PT	4 FT 1 PT	0* 0**	0* 1**	1,010	1,167
TOUCH Adventures	9 FT	9 FT	0* 0**	0* 0**	33,000	32,000
TOUCH Family Support	22 FT 1 PT	17 FT	0* 10**	0* 123**	1,186	1,530
TOUCH Leadership & Mentoring ^{iv}	-	-	548* 0**	444* 33**	5,692	3,186
TOUCH Marriage Support	2 FT 1 PT	2 FT 5 PT	43* 0**	51* 0**	1,077	1,247
TOUCH Parenting	7 FT	7 FT	33* 57**	0 0**	8,098	8,276
TOUCH Preschools ⁱⁱⁱ	53 FT	29 FT 1 PT	0* 168**	8* 115**	1,180	480
TOUCH Young Arrows	10 FT	9 FT	443* 168**	478* 103**	488	437
TOUCH Youth Enablement	16 FT	16 FT	86* 393**	42* 5**	589	501
TOUCH Special Needs Group (TSNG)						
Enabled Living Programme ^v	2 FT	-	-	-	-	-
Enabling Services Hub	8 FT	6 FT	270* 202**	0* 28*	460	242
Independent Living Studio ^{vi}	1 FT	-	-	-	-	-
TOUCH Centre for Independent Living	25 FT 3 PT	25 FT 2 PT	54* 512**	19* 555**	434	518

Services***	No. of Staff ⁱ (FT = Full-time, PT = Part-time)		No. Of Volunteers (Regular* & ad-hoc**)		Lives Touched	
	2025	2024	2025	2024	2025	2024
TOUCH Silent Club	2 FT	2 FT	25* 90**	26* 67**	1,144	1,009
TOUCH Ubi Hostel	9 FT 1 PT	8 FT 1 PT	157* 42**	24* 243**	185	214
TOUCH Wellness Group (TWG)						
TOUCH Cyber Wellness	9 FT	6 FT	0* 2**	0* 3**	94,084	99,823
TOUCH Mental Wellness	4 FT	27 FT	3* 9**	3* 23**	2,040 ^{vii}	9,226
TOUCH Counselling & Psychological Services ^{viii}	42 FT	-	7* 20**	-	10,521	-
TOUCH Developmental & Therapy Services ^{ix}	5 FT	-	0* 0**	-	424	-
TOUCH Professional Deputies & Donees	3 FT 1 PT	1 FT 2 PT	0* 0**	0* 2**	4,461	5,811
Corporate Functions/Events/ Programme	No. of Staff (FT = Full-time, PT = Part-time)		No. of Volunteers (Regular* & ad-hoc**)		Individuals Reached	
	2025	2024	2025	2024	2025	2024
Corporate Functions ^x	69 FT 4 PT	59 FT 3 PT	-	-	322	200
Special Projects ^{xi}	7 FT	12 FT	11* 9**	5* 14**	4,168	3,412
Reach through TOUCH resources	-	-	-	-	2,000	-
Fundraising with Partners	-	-	0* 379**	-	24,022	28,160
TOTAL	471 FT 18 PT	410 FT 20 PT	13,099* 7,926**	8,228* 9,165**	213,020	216,401

Remarks

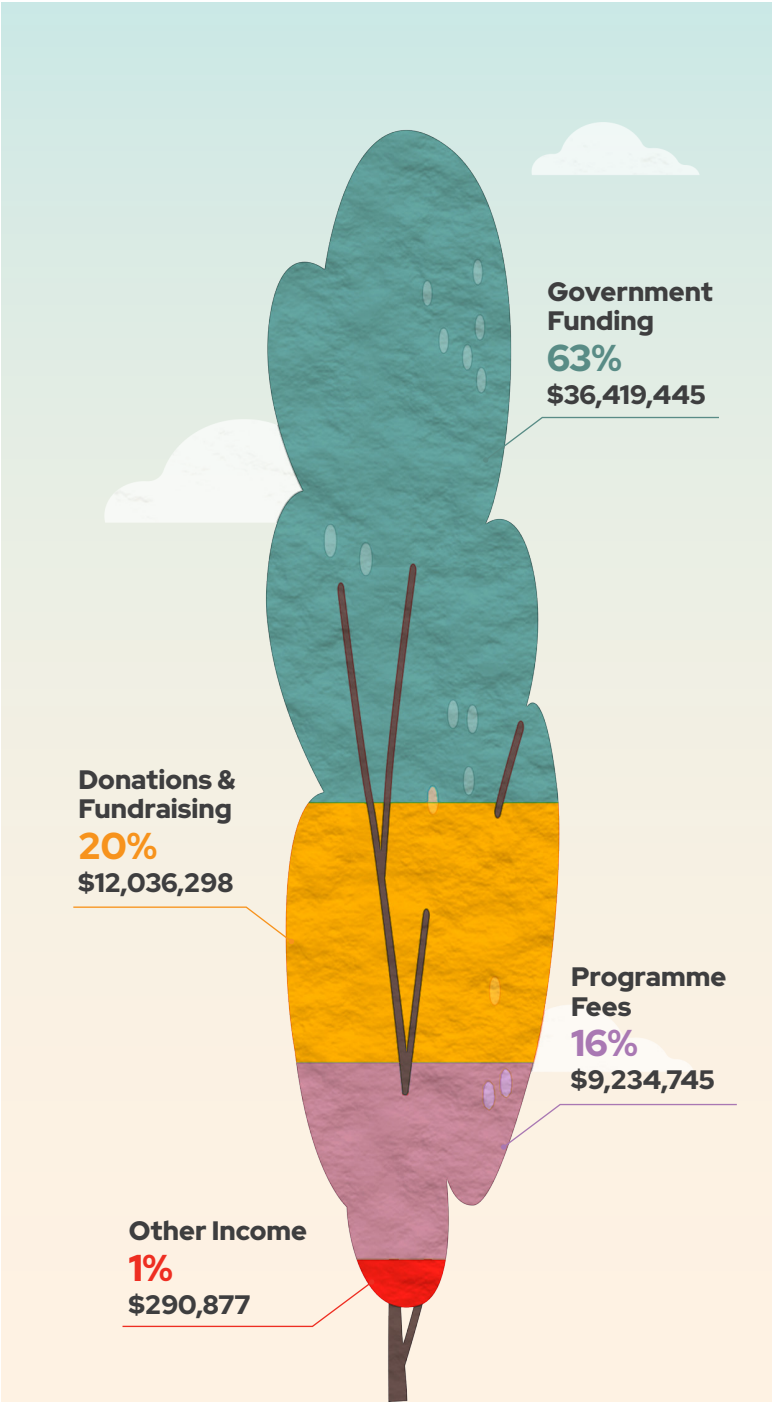
- * Regular Volunteers include individuals who served at least four times a year.
- ** Ad-hoc Volunteers include individuals who served on a one-off project (of a few days or up to 10 weeks) on an ad-hoc basis.
- *** Updates to services in the list:
 - i. Staff headcount figures are accurate as of 31 March 2026.
 - ii. TAA embarked on a strategic shift towards deeper client engagement, rather than wider outreach, leading to lower numbers but more meaningful impact.
 - iii. TOUCH Child Care has been rebranded as TOUCH Preschools. The increase in staff and lives touched is due to the acquisition of three new childcare centres.
 - iv. Staff headcount and programmes under TOUCH Leadership & Mentoring have been subsumed under TOUCH Youth Enablement.
 - v. No volunteers and lives touched information as the appointment term started on 1 December 2025.
 - vi. No volunteers and lives touched information as the appointment term started on 1 March 2026.
 - vii. The bulk of TOUCH Mental Wellness’ programmes, including therapy and intervention, have been subsumed under TOUCH Counselling and Psychological Services.
 - viii. TOUCH Counselling & Intervention has been reorganised under a new service group, TOUCH Counselling & Psychological Services.
 - ix. Therapy Hub has been reorganised under a new service group, TOUCH Developmental & Therapy Services.
 - x. Corporate Functions include CE Office, Enterprise Risk Management, Finance, Human Resources, Operations & Facilities Management, Partnership & Volunteer Management, Strategic Communications, Tech, Infrastructure & Digitalisation, and Transformation Office.
 - xi. Special Projects comprise JOURNEY.

2025 Financials

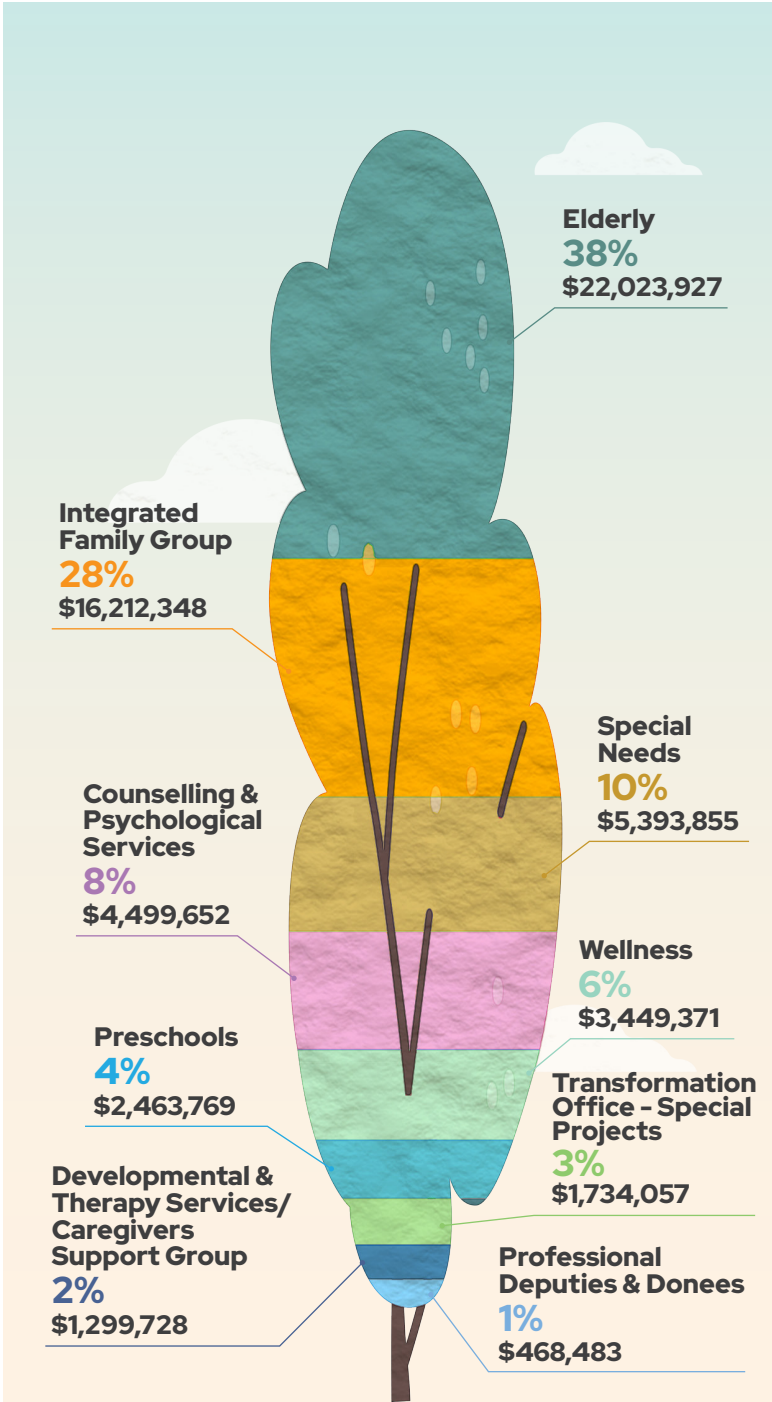
TOUCH is committed to the prudent use of its resources in ensuring cost-effectiveness and accountability in all its operations. To further improve corporate governance, TOUCH has put in place financial controls and procedures to ensure transparency and accountability and to safeguard the integrity of 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.

- ▶ TOUCH comprising TOUCH Community Services Ltd, TOUCH Family Services Ltd and TOUCH Preschools Ltd received about **63%** 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 **\$57,981,365**.

2025 Sources of Income \$57,981,365



2025 Distribution of Expenditure \$57,545,190



2025 Breakdown of Charity Dollar

For financial year 2025, out of every \$1 spent, **85 cents** went directly to fund programmes and activities that benefitted clients. Refer to chart on the bottom.

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

Direct Charitable Expenses:

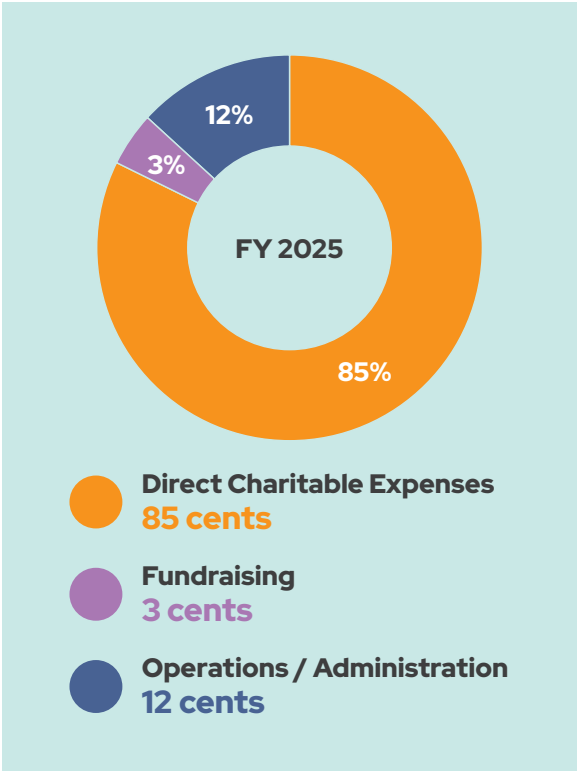
Include programme staff cost and cost of providing services and running programmes for clients.

Indirect Charitable Expenses:

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

Operations/administration costs include rental, utilities, printing, stationery, transport, telecommunications, IT expenses, professional fees and support staff cost.

For financial year 2025, TOUCH had a **surplus of \$436,175**.



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, Mr 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 65.

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 (TCSL and TFSL)	
Names	Attendance
Kwong Kin Mun	4/4
Au-Yong Kenneth	2/4
Carol Ma Hok Ka	3/4
Cheng Huey Teng	3/4
Christine Cheah	3/4
Christine Low	2/4
Glenn Seah	4/4
Kuok Lay Hoon	3/4
Tan Ee Shien	4/4
Grace Lee (appointed on 1 Sept 2025)	2/2
Wan Siu Khuan (resigned on 31 May 2025)	0/1

Board Meeting Attendance Record (TPL)	
Names	Attendance
Kwong Kin Mun	2/2
Cheng Huey Teng	1/2
Tan Ee Shien	2/2

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 and 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 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 three-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.

Mr Au-Yong Kenneth, who has been with the Board since May 2010, would be re-elected as Director this year for another three-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 the 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.

Ms Kuok Lay Hoon, who has been with the Board since June 2016, would be re-elected for another three-year term. She was re-appointed for her exceptional expertise in Human Resource, knowledge of the Company’s history and culture, and continued guidance as Chair of the Human Resource Committee during a period of expansion and development for TOUCH.

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 among 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. 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 program 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 programs 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 Community Services 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

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. 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, and 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 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 and Advance Policy

TOUCH does not grant loans to any parties. However, an advance may be extended to an affiliated company for immediate working capital or operational needs. The advance is interest-free, unsecured and repayable on demand within one year.

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 a review are guidelines and

recommendations from relevant authorities such as National Council of Social Services, Ministry of Health and 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 the current year and set objectives for the new work year. The performance rating of the staff, based on his/her performance review of the preceding year, will be a key factor in determining his/her 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 staff are representatives of the Organisation, they 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 implements 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 could 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 pandemic period. The organisation recognises the importance of having high quality volunteer management practices. Annual volunteer surveys are being conducted 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 our donors and partners are, how the funds are used and that we are transparent in 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 an incident of 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 Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee. 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 whistleblower 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

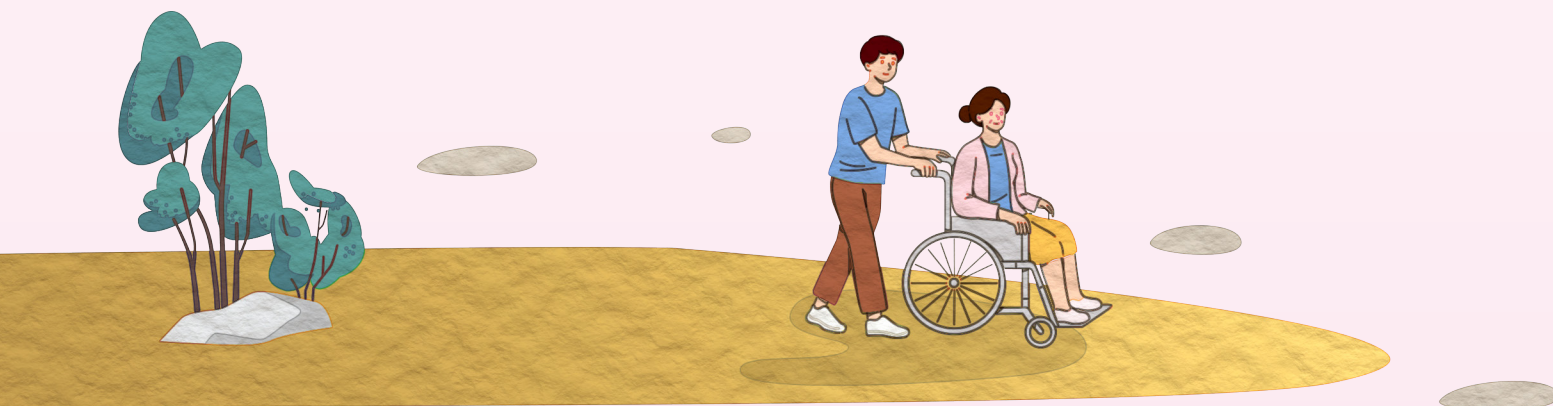
The Programmes and Services Committee often comprises Board members who are most familiar with the approaches and operations of the organisation's programmes or services. Depending on its make-up and programmes, this committee's most common responsibilities are:

- 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, fund-raising 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 fund-raising efforts are cost-effective and transparent.

4. Appointment and Nomination Committee

In some ways the most influential of all the 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 independent Board members and to ensure an appropriate balance of expertise, skills, attributes, and ability among the Board members.
- ii. To identify potential Board member candidates and explore 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 Committee 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 Committee (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 assets 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 in consultation 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 Finance Committee assists the Board in its oversight responsibilities relating to financial issues.

³ HR policies could cover areas such as recruitment, remuneration, benefits, training, development actions, performance appraisal and disciplinary actions.



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 CAREGIVERS SUPPORT GROUP

TOUCH Caregivers Support

Add : 285 Tampines Street 22,
Singapore 520285
Tel : +65 6804 6565
Email : caregivers@touch.org.sg
Care Line : +65 6804 6555

TOUCH COUNSELLING & PSYCHOLOGICAL SERVICES

TOUCH Counselling & Psychological Services

Add : Blk 162 Bukit Merah Central
#05-3545 Singapore 150162

TOUCH DEVELOPMENTAL & THERAPY SERVICES

TOUCH Developmental & Therapy Services

Add : Blk 603 Hougang Ave 4
#01-227 Singapore 530603

TOUCH ELDERLY GROUP

TOUCH Active Ageing

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@Geylang Bahru

Add : Blk 61 & 62 Geylang Bahru
#01-3293 Singapore 330061
Tel : +65 6297 5818
Fax : +65 6298 1823
Email : enabled.geylangbahru@touch.org.sg

TOUCHpoint@Wellington 513

Add : Blk 513 Wellington Circle
#01-34 Singapore 750513
Tel : +65 6481 8232
Fax : +65 6481 8223
Email : enabled.wellington@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 : enabled.yishun162@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 : enabled.yishun436@touch.org.sg

TOUCH Community Case Management

Add : Blk 108 Yishun Ring Road
#01-287, Singapore 760108
Tel : +65 6481 5031
Email : ccms@touch.org.sg

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 Health & TOUCH Home Help (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 Health & TOUCH Home Help (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 Health & TOUCH Home Help (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 : 10 Kaki Bukit Place
Level 5 Singapore 416188
Tel : +65 6022 8223
Email : adventures@touch.org.sg

TOUCH Family Support

Add : 1 Punggol Drive, One Punggol
#04-01 Singapore 828629
Tel : +65 6317 9998
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



Directory of Services & Locations

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 Preschools

HATCH by TOUCH Preschools@Bukit Batok 225

Add : Blk 225 Bukit Batok Central
#01-89 Singapore 650225
Tel : +65 6665 0342
Email : bukitbatok@hatchpreschools.org

HATCH by TOUCH Preschools@Clementi 333

Add : Blk 333 Clementi Ave 2
#01-86, Singapore 120333
Tel : +65 6777 3933
Email : clementi@hatchpreschools.org

HATCH by TOUCH Preschools@Hougang 606

Add : Blk 606 Hougang Ave 4
#01-167 Singapore 530606
Tel : +65 6282 3143
Email : hougang@hatchpreschools.org

HATCH by TOUCH Preschools@Woodlands 171

Add : Blk 171 Woodlands Street 11
#01-55 Singapore 730171
Tel : +65 6269 4125
Email : woodlands@hatchpreschools.org

HATCH by TOUCH Preschools@Zheng Hua 510

Add : Blk 510 Jelapang Rd
#01-68 Singapore 670510
Tel : +65 6892 2430
Email : zhenghua@hatchpreschools.org

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
Tel : +65 9666 3512

Aptitude Centre @ ITE College East

Add : Business Block, Basement 1,
10 Simei Ave, Singapore 486047
Tel : +65 6544 9158
Tel : +65 9822 7846

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
Tel : +65 9733 7149

Hub With A Heart @ Serangoon

Add : 267 Serangoon Ave 3
#02-02 Singapore 550267

TOUCH SPECIAL NEEDS GROUP

Enabling Services Hub (Jurong)

Add : 1 Yung Sheng Rd, Singapore 618495
Tel : +65 6022 8264
Email : ESH_Jurong@touch.org.sg

Independent Living Studio

Add : Enabling Village, Vista, 20 Lengkok
Bahru, Singapore 159053
Email : ILS.EnablingVillage@touch.org.sg

MyHaven @ Jurong West

Add : Blk 967B Jurong West St 93, #07-879,
Singapore 642967
Tel : +65 6631 3089
Email : ELP.Jurong@touch.org.sg

TOUCH Centre for Independent Living (Ubi)

Add : Blk 352 Ubi Avenue 1
#01-989 Singapore 400352
Tel : +65 6741 6364
Fax : +65 6741 5404
Email : tcs.tcilubi@touch.org.sg

TOUCH Centre for Independent Living (Bukit Merah)

Add : Blk 162 Bukit Merah Central
#05-3555 Singapore 150162
Tel : +65 6251 4535
Email : tcs.tcilbm@touch.org.sg

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
Email : tuh.ubi@touch.org.sg

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)
Email : mentalhealth@touch.org.sg

TOUCH PROFESSIONAL DEPUTIES & 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 2025 to 31 March 2026)

S/N	Code Guidelines	Code ID	Response	Explanation
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board members(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 re appointment, 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	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity’s values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity’s activities.	3.5	Yes	

Governance Evaluation Checklist

TOUCH Community Services Ltd

(for the period 1 April 2025 to 31 March 2026)

S/N	Code Guidelines	Code ID	Response	Explanation
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives. a. Ensure the Board approves the annual budget for the charity’s plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
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. * Please refer to Volunteer Management guidelines.	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	
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity’s governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	

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

Source: GEC for TCSL FY2025.pdf, pages 1-6.

Governance Evaluation Checklist

TOUCH Family Services Ltd

(for the period 1 April 2025 to 31 March 2026)

S/N	Code Guidelines	Code ID	Response	Explanation
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
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	
Principle 2: 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 b. 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 re-appointment, 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 oversees 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
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	
Principle 3: 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	
Principle 4: 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 2025 to 31 March 2026)

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	
Principle 5: 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	
Principle 6: 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	

Governance Evaluation Checklist

TOUCH Preschools Ltd

(for the period 1 April 2025 to 31 March 2026)

S/N	Code Guidelines	Code ID	Response	Explanation
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
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	
Principle 2: 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 b. 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 re-appointment, 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 oversees 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
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	
Principle 3: 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	
Principle 4: 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 Preschools Ltd

(for the period 1 April 2025 to 31 March 2026)

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. a. 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	
Principle 5: 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	
Principle 6: 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

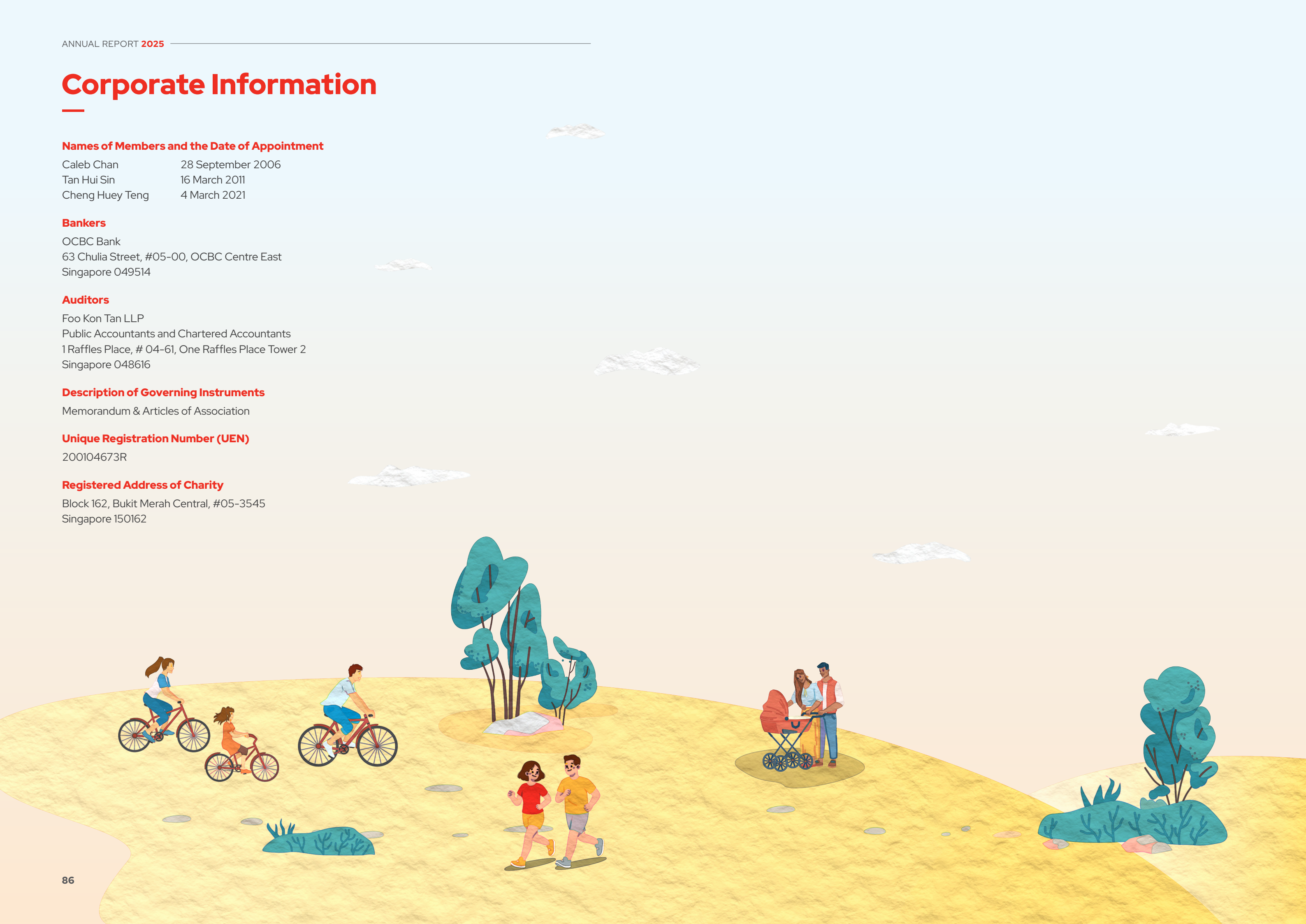
Memorandum & Articles of Association

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
TOUCH Preschools Ltd