

Home for Good, Singapore Ltd.

Annual Report

FY 2025/2026



**HOME
FOR GOOD**
SINGAPORE

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1. General Information

Home for Good, Singapore Ltd. is a charity registered with the Commissioner of Charities in Singapore.

Unique Registration Number (UEN)	202228829D
Date of Incorporation as a Company Limited by Guarantee	17 August 2022
Date of Registration as a Charity	28 February 2023
IPC Period	12 November 2025 to 11 November 2027
Registered Address	9 North Buona Vista Dr, #02-01, Singapore 138588
Auditor	Nexia Singapore PAC
Banker	DBS Bank Limited
Type	Company Limited by Guarantee (CLG)

2. Overview of the Year

Chairperson's Message

Dear Friends, Supporters, and Partners,

On behalf of the Board of Home for Good, Singapore I am pleased to present our Annual Report for the financial year ended 31 March 2026.

This year has been one of steady growth and strengthened foundations for Home for Good, Singapore. As we continue working towards our vision of every vulnerable child in Singapore growing up in a safe and loving family environment, we have remained focused on supporting foster families, raising awareness of fostering, and contributing to Singapore's fostering ecosystem.

FY2025/2026 marked our first full financial year as an Institution of a Public Character (IPC). With this privilege comes greater responsibility to uphold the highest standards of governance, accountability, and stewardship. Throughout the year, the Board continued to strengthen the Charity's governance framework, policies, financial oversight, and compliance processes, ensuring Home for Good, Singapore remains a trusted and sustainable organisation serving foster families and the wider community.

We are encouraged by the progress in expanding support for foster parents through programmes such as Mentor for Good, Buddy for Good, and Peer for Good. These programmes reflect our belief that foster families thrive when supported by a caring community that understands the challenges and joys of fostering. We are grateful to the many foster parents, volunteers, and community partners who have stepped forward to invest their time, experience, and resources in supporting others on their fostering journey.

The Ministry of Social and Family Development (MSF), as well as with fostering agencies, churches, schools, donors, foundations, and community organisations, remains central to our work. The dialogue sessions held demonstrated the value of open communication and collaboration in strengthening support for foster children and families. We remain committed to working alongside stakeholders across the sector to build a more responsive and supportive fostering ecosystem.

The Board is also encouraged by the progress Home for Good, Singapore has made in strengthening its organisational capabilities. Being selected for the Bloomberg Data for Good Exchange (D4GX) Grant and Accelerator Programme is an important milestone that will help us improve how we measure outcomes, evaluate programmes, and make informed decisions. Together with our ongoing evaluation study with the Centre for Evidence and Implementation (CEI), these efforts will foster a culture of learning, accountability, and continuous improvement.

As a young charity, we recognise that much work remains. The need for more foster families, stronger support networks, and greater public awareness is significant. Yet we are encouraged by the growing community of individuals and organisations who share our commitment to ensuring that vulnerable children experience the stability, belonging, and care of family life.

On behalf of the Board, I would like to express our sincere appreciation to our donors, foundations, corporate and community partners, churches, volunteers, foster parents, and Home for Good, Singapore staff. Your trust, generosity, and dedication have enabled Home for Good, Singapore to continue serving the fostering community and to advance our mission.

As we look ahead, we remain committed to strengthening our programmes, deepening partnerships, enhancing our organisational capabilities, and responsibly stewarding our resources. Together, we can create a future in which more vulnerable children in Singapore can grow up in safe, loving, and nurturing families.

Thank you for your continued support and partnership.

Joseph Gan

Chairperson

Home for Good, Singapore



Executive Director's Message

Dear Friends and Partners,

Every child deserves the opportunity to grow up in a safe, stable, and loving family. At Home for Good, Singapore this vision continues to guide everything we do. As the needs of foster families continue to evolve, we remain committed to walking alongside them and to working with community partners across the fostering ecosystem, so that more vulnerable children can experience the care, stability, and sense of belonging that every child deserves.

Looking back on Financial Year 2025/2026, I am thankful for how our community has grown. Beyond launching new initiatives, I have been encouraged by the willingness of foster parents, volunteers, donors, community partners, and supporters to come together in a shared commitment to strengthening foster families. Having attained Institution of a Public Character (IPC) status in November 2024, we have had our first full financial year as an IPC. It has also been an important year for laying strong foundations for Home for Good, Singapore's future.

As a growing charity, we continued to strengthen our governance, financial management, fundraising practices, safeguarding, and data protection. While much of this work happens behind the scenes, it is essential to ensuring we remain accountable stewards of the resources entrusted to us and are well positioned to serve foster families sustainably in the years ahead.

Supporting foster families remained at the heart of our work. Throughout the year, we introduced our Mentor for Good programme by training twelve experienced foster parents as mentors and pairing six newer foster parents with them. We also laid the foundations for our Buddy for Good programme by delivering our inaugural Volunteer Befriender Training, equipping volunteers to journey alongside foster families, offering emotional, social, and practical support. In addition, we launched our first Peer for Good monthly gathering, creating opportunities for foster parents to connect, encourage one another, and be reminded that they are not alone on their fostering journey.

Partnership has also remained central to our work. We are grateful for our ongoing collaboration with the Ministry of Social and Family Development (MSF) and the fostering agencies. Together, we co-organised two dialogue sessions that brought together foster parents, practitioners, and policymakers to share experiences, listen to one another, and explore ways to better support foster children and their families. These conversations reinforced our belief that lasting change comes through listening, collaboration, and a shared commitment to improving the fostering ecosystem.

None of what we have achieved this year would have been possible without the many people who have chosen to stand alongside Home for Good, Singapore. To our foster parents, volunteers, donors, community partners, foundations, Board members, and staff—thank you. Your generosity, encouragement, and commitment continue to make a meaningful difference not only to our organisation but, more importantly, to the families and children we serve.

Looking ahead to FY2026/2027, we will continue to expand the Mentor for Good programme, commence volunteer befriender–foster family matching through Buddy for Good, strengthen peer support initiatives, enhance our data and impact measurement capabilities, and raise greater awareness of fostering across Singapore. We will also continue to work closely with MSF, fostering agencies, and community partners to strengthen the fostering ecosystem and to advocate for the needs of foster families and vulnerable children.

While much remains to be done, I remain hopeful about what we can accomplish together. Every foster family that is encouraged and supported lays a stronger foundation for a vulnerable child to thrive. Thank you for believing in this mission and for partnering with us as we continue working towards a Singapore where every vulnerable child can experience the safety, stability, and belonging of a loving family.

Sue Chang-Koh

Executive Director

Home for Good, Singapore



3. FY 2025 / 2026 at a Glance

FY2025/2026 at a Glance

12

mentors trained

6

mentor matches

14

befrienders trained

142

foster parents
reached

Building Community

109

foster parents &
children attended
outings

238

members

35

volunteers

6

WhatsApp
chat groups

3

family outings

Advocacy & Awareness

3,700

people reached

36

events &
engagements

3

national media
coverage

2

dialogue sessions

FY2025/2026 at a Glance

Capacity Building

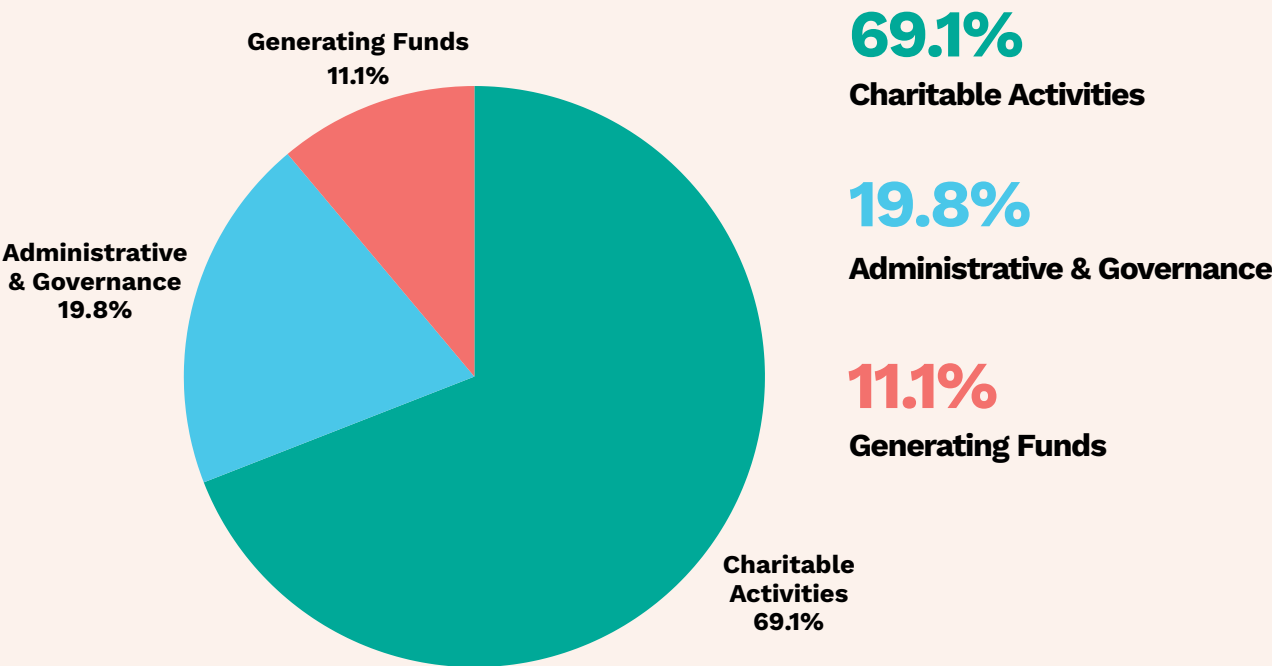
Bloomberg Data for Good Exchange (D4GX) Grant and Accelerator Programme: \$60,000 grant awarded

Centre for Evidence and Implementation (CEI) evaluation study underway

5

fostering agencies engaged

Total Expenditure



4. Governing Board, Committees, and Management

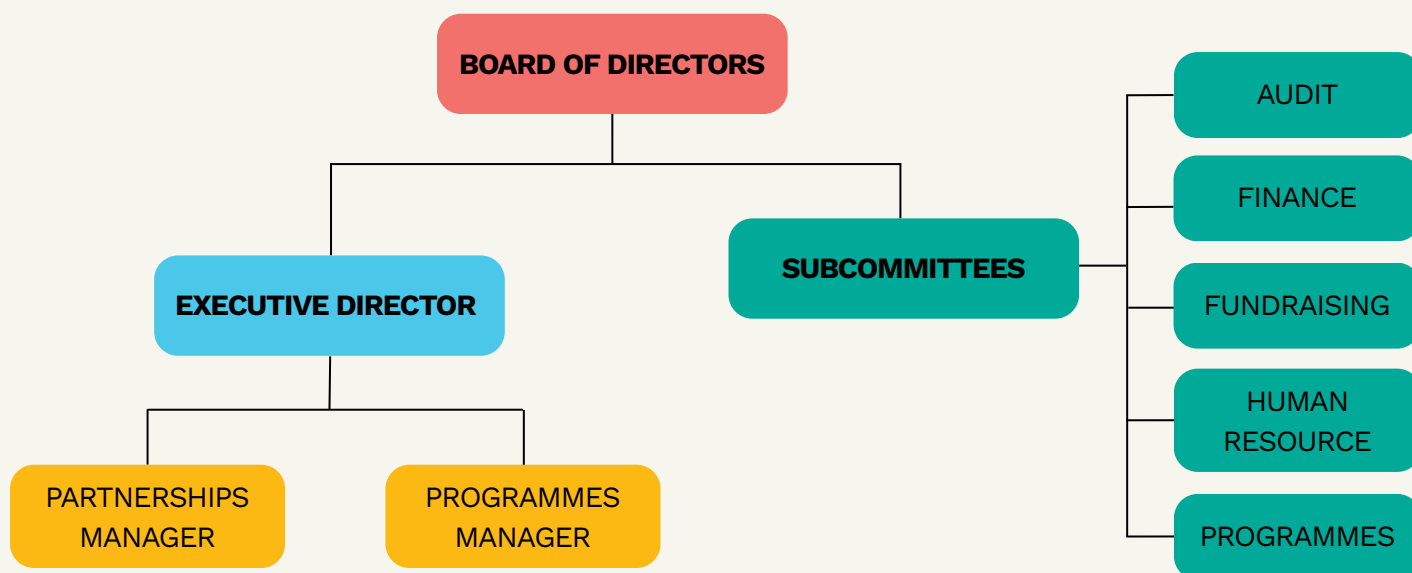
Governing Board, Committees, and Management

Home for Good, Singapore hereinafter referred to as “the Charity”, is governed by a Board of Directors responsible for the strategic oversight, policy direction, and overall management of the Charity. The Board ensures that the Charity adheres to its mission, complies with applicable laws and regulations, and upholds high standards of accountability and transparency.

The Executive Director is responsible for overseeing daily operations and implementing the strategic goals set by the Board. In partnership with the Board, the Executive Director and Home for Good, Singapore staff team lead the Charity's programmes, partnerships, fundraising, and organisational development, and provide the Board with regular updates on performance metrics and key developments.

This governance structure supports Home for Good, Singapore in achieving its mission to improve outcomes for foster children and families in Singapore.

Organisation Structure



Board Members

Name	Board Position	Committee Membership	Date of Appointment
Joseph Gan	Chairperson	Chair, Human Resource Committee Member, Finance Committee	First appointed: 17 August 2022 Reappointment: 12 August 2025
Orlando Palmero	Board Secretary	-	First appointed: 16 September 2023 Reappointment: 12 August 2025
Dorothy Chiang	Treasurer	Chair, Finance Committee	3 January 2025
Nicodemus Tan	Director	Chair, Audit Committee	31 March 2026
Tan Kok Yang	Director	Chair, Programmes Committee	31 March 2026
Alex Tan	Director	Chair, Fundraising Committee	16 April 2026*
Clement Ee	Former Director	Former Chair, Programmes Committee	17 August 2022 (Stepped down on 31 March 2026)
Low Siew Ling	Former Director	Former Chair, Audit Committee	16 September 2023 (Stepped down on 31 January 2026)

*Alex joined on 16 April 2026, after FY2025/2026.

Board Members' Profiles

Joseph Gan, Chairperson

Joseph Gan is the Co-Founder and CEO of V-Key, a Singapore-based digital security company providing advanced solutions for digital identity, authentication, and secure transactions for banks, financial institutions, and governments worldwide. Joseph and his wife, foster parents since 2016, have welcomed several children into their home through fostering and adoption. He has been actively involved in Singapore's fostering community for over a decade and currently serves as Chairperson of Home for Good, Singapore advancing its mission to recruit, support, and advocate for foster families. Joseph also serves on the boards of several charitable organisations and contributes to national initiatives in cybersecurity and in public service leadership.

Dorothy Chiang, Treasurer

Dorothy Chiang is the Managing Director of BluTrust Group and a seasoned finance professional with extensive experience in accounting, financial management, governance, and strategic planning. She brings deep expertise in financial oversight, risk management, compliance, and organisational sustainability. As Treasurer of Home for Good, Singapore Dorothy provides stewardship of the organisation's financial resources and supports strong governance practices that enable the charity to fulfil its mission.

Orlando Palmero, Secretary

Orlando Palmero has served as Secretary of Home for Good, Singapore since 2023. He and his wife were approved as foster parents in 2015 and have been actively involved in the fostering community since then. Professionally, Orlando has held leadership roles across the public, non-profit, and corporate sectors, including positions at the Ministry of Law, a local church, and NTUC Club, where he currently works in Digital Transformation and E-Commerce. His experience in operations, administration, and governance contributes to the Board's work.

Alex Tan, Chair, Fundraising Committee

Alex Tan is the Head of Capital Markets and Corporate Finance at Hong Leong Finance Limited, bringing extensive experience in corporate finance, capital markets, and strategic advisory. In addition to serving on the board of Home for Good, Singapore Alex serves on the boards of several listed organisations. His expertise supports the Board in fundraising, governance, sustainability, strategic growth, and financial oversight.

Board Members' Profiles

Tan Kok Yang, Chair, Programmes Committee

Dr Tan Kok Yang has been a Senior Consultant Surgeon at Khoo Teck Puat Hospital since its opening. He has extensive experience in healthcare leadership and patient care. Passionate about supporting vulnerable children and families, he provides clinical insight and strategic guidance to Home for Good, Singapore's programmes and advocacy. His experience provides perspectives to the Board's understanding of well-being for persons, family dynamics, resilience and community care. He and his wife have also been fostering since 2022.

Nicodemus Tan, Chair, Audit Committee

Nicodemus Tan is a Partner (Governance, Risk and Sustainability) at Baker Tilly Singapore, with more than 20 years' experience in internal audit, risk management, and corporate governance. He also serves on the Audit Committee for the National Council of Social Service and had previously served on the Board of Governors of the Institute of Internal Auditors Singapore between 2019 and 2024. At Home for Good, Singapore Nicodemus contributes his expertise in governance, risk oversight, and organisational accountability, strengthening the charity's governance framework.

Board Subcommittees

The Board is supported by several sub-committees which provide focused oversight in the areas of audit, finance, programmes, and human resources. These committees review matters within their respective areas and make recommendations to the Board for consideration and approval.

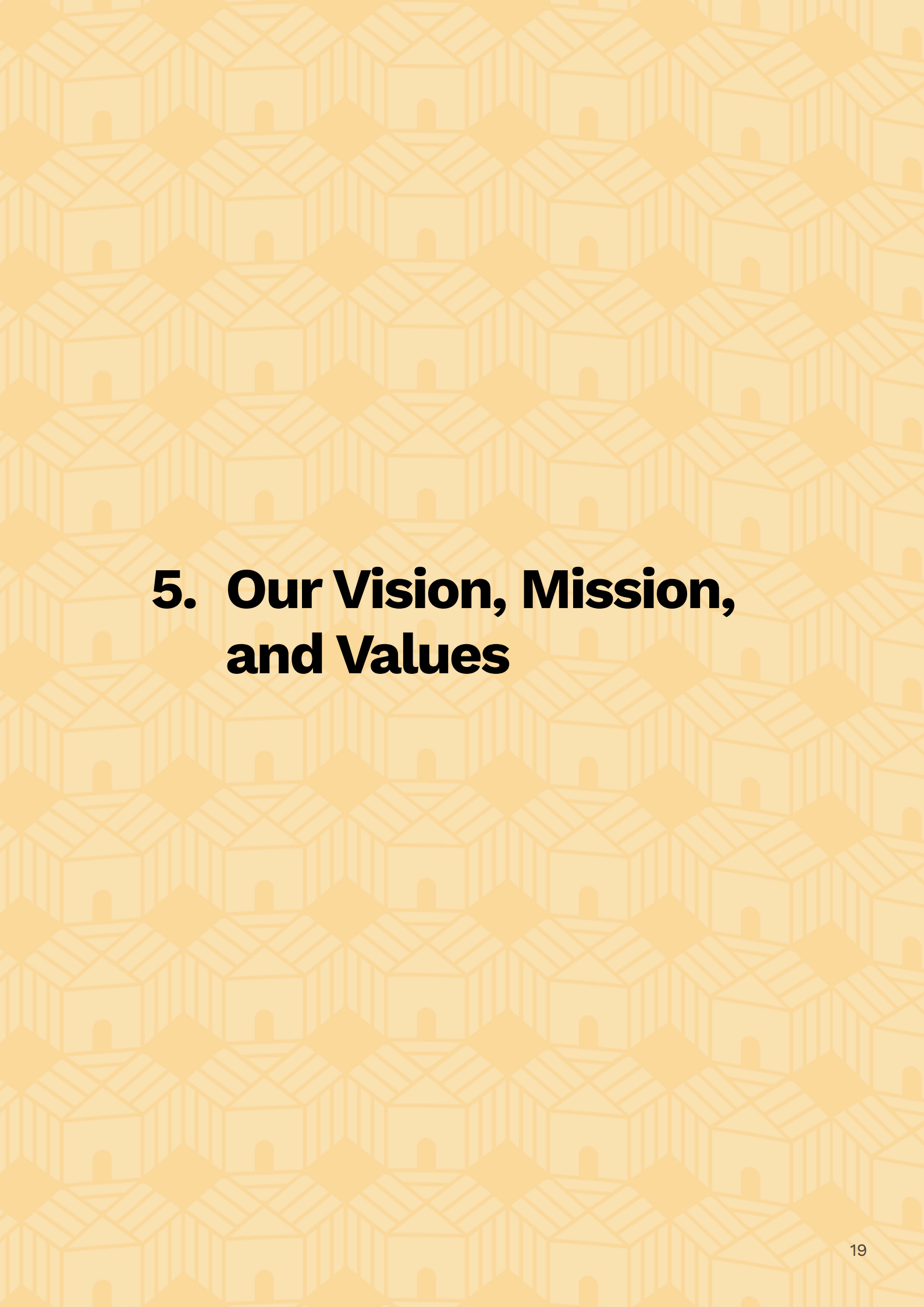
Committee	Key Responsibilities	Chairperson	Members
Audit	Risk management, internal controls, audit matters, compliance and governance review	Nicodemus Tan	Low Siew Ling Alex Tan
Finance	Financial oversight, budgeting, reserves, financial policies and reporting	Dorothy Chiang	Joseph Gan Quak See Ten
Fundraising	Fundraising strategy, donor engagement and resource development	Alex Tan	Nicodemus Tan
Human Resource	Human resource policies, remuneration, performance management and succession planning	Joseph Gan	Viola Balakrishnan
Programmes	Programme strategy, impact measurement, safeguarding and programme development	Tan Kok Yang	Vivienne Ng

Executive Management

Name	Position	Date of Appointment
Sue Chang-Koh	Executive Director	1 September 2024

Disclosure relating to Board and Executive Management

There are no paid Home for Good, Singapore staff members who are close family members of the Executive Director or Board Members and who receive more than \$50,000 in a year. The Board comprises volunteer members, none of whom receive remuneration for their service. There is only one Home for Good, Singapore staff member who receives remuneration exceeding \$100,000 during the year.

The background of the page is a repeating pattern of stylized houses in a light yellow color. Each house is composed of simple geometric shapes: a square base, a triangular roof, and a small arched doorway. The houses are arranged in a grid-like fashion, with some houses slightly offset from others to create a sense of depth and perspective.

5. Our Vision, Mission, and Values

About Us

Home for Good, Singapore is an IPC-registered charity that supports foster families and vulnerable children in Singapore.

Our Vision

A loving family for every child in need.

Our Mission

- Make fostering and adoption a core ministry in the community.
- Raise more foster parents to meet the needs of children and youth in out-of-home care.
- Support children and youths in out-of-home care towards reunification with their families.
- Support and resource foster parents.

About Us

Our Values

- We care for vulnerable children as a visible expression of our Christian values—love, compassion, and child welfare.
- We engage across different races and religions with humility and mutual respect.
- We partner with churches, religious organisations, businesses, agencies, and institutions to build a community of care.
- We remain committed to improving foster care systems for lasting impact.

How We Create Impact



The background of the page is a repeating teal-colored geometric pattern. It consists of interlocking cubes or isometric boxes that create a three-dimensional optical illusion. The pattern is uniform and covers the entire page.

6. Our Programmes & Activities

Our Programmes & Activities

Home for Good, Singapore is committed to ensuring that every vulnerable child in Singapore grows up in a safe, loving family environment. Throughout the year, our work focused on three strategic pillars: **Support**, **Advocate**, and **Resource**, strengthening the fostering ecosystem through community engagement, support for foster parents, and stakeholder collaboration.

Support

Supporting foster families remains central to Home for Good, Singapore's mission. Throughout the year, we organised family outings, peer-support gatherings, training programmes, and community events to strengthen relationships and reduce isolation among foster families.

Advocate

Home for Good, Singapore continued to advocate for foster families by facilitating dialogue sessions among foster parents, government agencies, and sector partners.

Resource

We equip foster parents and volunteers with the skills and confidence to thrive through curated programmes and workshops. These sessions provide practical tools to strengthen and resource foster parents.

Programme Highlights

Support: Strengthening Foster Families

Home for Good, Singapore exists to ensure that foster families are supported, connected and equipped throughout their fostering journey. Throughout the year, we strengthened support for foster parents through mentoring, peer support, volunteer engagement, and workshops.

Initiative	Purpose	Key Highlights	Reach & Outcomes
Mentor for Good	Strengthen peer support among foster parents	12 foster parent mentors trained; programme offered to all five fostering agencies	6 mentor-mentee matches established by 31 March 2026
Peer for Good	Reduce isolation and build community	Monthly peer support gatherings launched	Foster parents connected through informal support networks
Buddy for Good	Build volunteer befriender support for foster families	First Volunteer Befriender Training conducted	Volunteer pipeline established for future matching
Workshops	Equip foster parents with practical skills and encouragement	Sessions featuring Alex Jagelman and Krish Kandiah	Foster parents gained insights on identity, resilience, self-care and trauma-informed caregiving

Impact

These initiatives strengthened peer support, reduced isolation, and equipped foster parents with practical tools and encouragement for their fostering journey.



We held our first Befriender's Training on 14 March 2026

Programme Highlights

Support

B. Building Community

Strong fostering families require strong communities. Throughout the year, Home for Good, Singapore created opportunities for foster families, volunteers and supporters to connect and build meaningful relationships.

Initiative	Purpose	Key Highlights	Outcomes
WhatsApp Chat Groups	Foster ongoing peer support and communication	Communities are maintained for foster parents and volunteers	Increased access to resources, encouragement and peer support
Family Outings & Gatherings	Strengthen relationships among foster families	Rainforest Wild ASIA, SuperPark and Gardens by the Bay outings	Foster families built meaningful connections through shared experiences
Volunteer & Community Events	Build belonging and appreciation	Family gatherings and appreciation initiatives organised	Stronger community connections and increased volunteer engagement

Impact

Together, these initiatives helped foster families feel connected, supported, and a part of a wider community that understands the unique challenges and joys of fostering.



We organised an outing for foster families to Rainforest Wild ASIA.

Programme Highlights

Advocate: Sector Engagement and Collaboration

Home for Good, Singapore continued to serve as a bridge between foster parents, fostering agencies, and government stakeholders, creating opportunities for dialogue, collaboration, and shared learning.

Initiative	Purpose	Key Highlights	Outcomes
MSF–Home for Good, Singapore Dialogue Sessions	Strengthen collaboration across the fostering ecosystem	Two dialogue sessions were held with foster parents, fostering agencies, and MSF	Foster parent feedback surfaced and was shared with stakeholders
Partnerships with Fostering Agencies	Enhance support for foster families	Mentor for Good was offered to all five fostering agencies	Increased collaboration and programme accessibility
International and Community Partnerships	Facilitate learning and exchange	Engagements with the Taiwan Fund for Children and Families and other partners	Strengthened relationships and shared learning opportunities

Impact

These collaborations strengthened relationships across the fostering ecosystem and created opportunities for collective problem-solving and continuous improvement.



We held two dialogue sessions with foster parents, foster agencies, and MSF.

Programme Highlights

Resource: Raising Awareness and Strengthening the Fostering Ecosystem

Home for Good, Singapore continued to advocate for vulnerable children and raise awareness of fostering through public engagement, media outreach, and strategic partnerships.

Initiative	Purpose	Key Highlights	Outcomes
Public Awareness Campaigns	Increase understanding of fostering	Open houses, church engagements, school talks and community events	Increased awareness and community engagement
Media Engagement	Amplify foster family voices	Features in The Straits Times and Lianhe Zaobao	Broader public awareness of fostering
Community Outreach	Engage potential foster parents and supporters	Homeless Hearts, Kids Flea Market and other outreach events	New opportunities to introduce fostering to the public

Impact

Through these efforts, Home for Good, Singapore increased public awareness of fostering and encouraged greater community participation in supporting vulnerable children and families.



Featured in The Straits Times on 11 October 2025



Featured in Lianhe Zaobao on 21 October 2025

Programme Impact

Our Impact in FY2025/2026

During FY2025/2026, Home for Good, Singapore strengthened support for foster families through mentoring, peer support, training and community-building initiatives.

We expanded opportunities for foster parents to connect, launched new volunteer support pathways, and facilitated conversations among foster parents, fostering agencies and sector stakeholders.

These efforts helped reduce isolation, build community and lay the groundwork for stronger support systems for foster families in Singapore.



7. Year in Review

FY2025/2026 Year in Review

MAY 2025

MSF-Home for Good, Singapore Dialogue Session

Convened foster parents, fostering agencies and stakeholders to discuss issues affecting children and families in care.

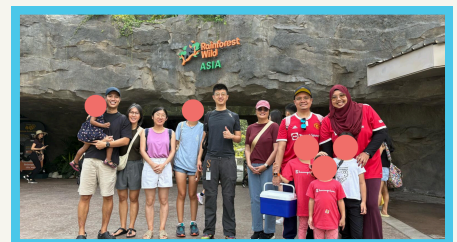
Outcome: Strengthened sector collaboration and surfaced foster parent perspectives.



Foster Families Outing

Community outing to Rainforest Wild ASIA.

Outcome: Foster families are connected through shared experiences and community support.



JUL 2025

Alex Jagelman Learning Sessions

An international speaker shared on identity, resilience, self-care, and foster parenting.

Outcome: Foster parents gained practical encouragement and caregiving insights.



AUG 2025

Launch of Mentor for Good

Trained twelve experienced foster parents as mentors.

Outcome: Established a structured peer support programme for foster parents.



OCT 2025

Mentor for Good Milestone

Mentor matching commenced.

Outcome: Six mentor-mentee pairs established by year-end.

FY2025/2026 Year in Review

NOV 2025

Second MSF-Home for Good, Singapore Dialogue Session

Facilitated discussion among foster parents, fostering agencies and government stakeholders.

Outcome: Strengthened communication and collaboration across the fostering ecosystem.

DEC 2025

Community & Donor Engagement

Strengthened partnerships with churches, donors and community partners.

Outcome: Increased support for foster families and organisational sustainability.

FEB 2026

Launch of Peer for Good

Introduced monthly peer gatherings for foster parents.

Outcome: Created opportunities for connection, encouragement and mutual support.



MAR 2026

Buddy for Good Befriender Training

Conducted the first Volunteer Befriender Training.

Outcome: Trained 14 volunteers to befriend foster children and families.



2025-2026

Capacity building

Selected for Bloomberg Data for Good Exchange (D4GX) Programme.

Outcome: Received a S\$60,000 grant to strengthen data and impact measurement capabilities.



8. Capability Building

Capability Building

To support long-term sustainability and impact, Home for Good, Singapore invested in organisational capacity and data capabilities.

Initiative	Purpose	Key Highlights	Outcomes
Bloomberg Data for Good Exchange (D4GX)	Strengthen impact measurement	Selected as one of six charities, received a \$60,000 grant and mentorship from industry experts	Enhanced data and evaluation capabilities
Data Dashboard Development	Improve decision-making and reporting	Dashboard development initiated	Better visibility of data, programmes, and how to better support foster families
Centre for Evidence and Implementation (CEI) Research Partnership	Strengthen evidence and learning	Research collaboration ongoing	Improved understanding of how Home for Good, Singapore supports foster families.

Impact

These investments strengthened Home for Good, Singapore's ability to measure impact, improve programmes, and support sustainable growth.



We were selected as one of six charities for the Bloomberg Data for Good Exchange (D4GX) Programme in 2025.

9. Foster Parent Spotlight

Spotlight: Tan Kok Yang



Over the past year, I have been reminded that one of the greatest privileges in life is the opportunity to love and care for another person.

As a respite foster parent, I had the opportunity to spend time with a young boy who taught me an important lesson. Wanting to give him a memorable day out, I took him to see the dinosaurs at Gardens by the Bay. Despite my best intentions, I was not sufficiently prepared for his sensory needs, and the outing did not go as planned. In the days that followed, I learned how I could better support children with similar needs. The experience humbled me and reminded me that caring for children requires patience, curiosity and a willingness to keep learning.

I was also reminded of the enduring love between parents and children. As my wife and I remembered our late daughter on her birthday, and as I met other fathers who had experienced similar loss, I was struck by a shared sentiment: painful as grief can be, we would never exchange the privilege of having loved our children.

I see this same love reflected in foster families who open their homes to children in need. Time and again, I have witnessed ordinary people make extraordinary sacrifices because they believe that every child deserves to belong to a family.

These experiences have convinced me that our capacity to love is often far greater than we imagine. In loving others, we discover deeper compassion, resilience and purpose. For me, that is one of the greatest lessons from fostering and one of the most meaningful aspects of being human.

Tan Kok Yang

Home for Good, Singapore Board Member & Foster Parent

Spotlight: Bob & May Ling Chia



When Bob and May Ling Chia opened their home to a 13-year-old girl, they knew fostering would be a commitment for the whole family. Their two daughters embraced the opportunity to welcome a child in need of stability, care and belonging.

The journey was not without challenges. Their foster daughter arrived with significant trauma and often struggled to trust others. Through everyday acts of care—sharing meals, supporting her studies, spending time together, and simply being present—the Chia family provided a safe, nurturing environment in which trust could gradually take root.

The impact of that investment became clear when, before returning to her biological family, their foster daughter left a handwritten card for each family member. To May Ling, she wrote: ***“I would have been lost if I didn’t have you guys to help me out.”***

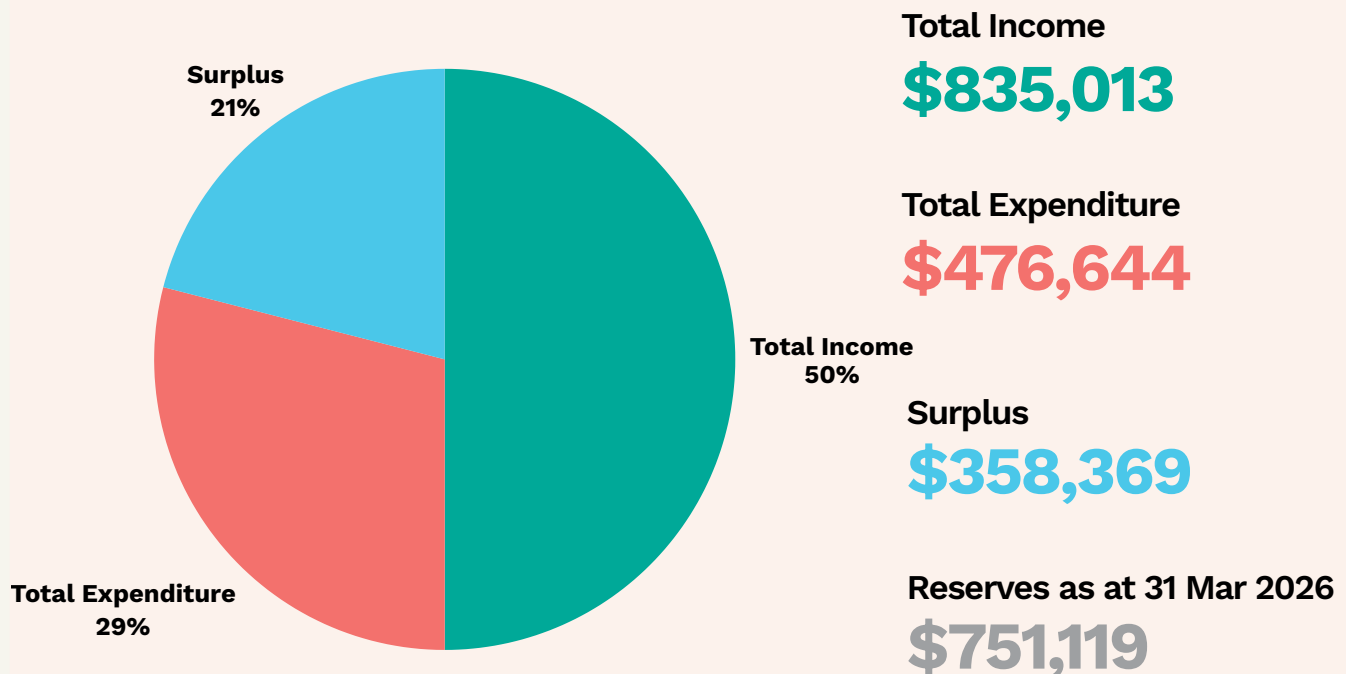
Today, she remains connected to the family, joining them for birthdays, Mother’s Day and other celebrations. Although her placement has ended, the relationships formed during her time with the Chias continue to provide encouragement, support and a sense of belonging.

Reflecting on their fostering journey, May Ling shares: ***“Some of the strongest memories are forged in the teenage years. Through fostering, we’ve also grown closer as a family.”***

Their story is a reminder that fostering is more than providing a temporary home. It is about building safe relationships, restoring hope and helping children experience the love, stability and belonging every child deserves.

10. Financial Overview

FY2025/2026 Financial Overview

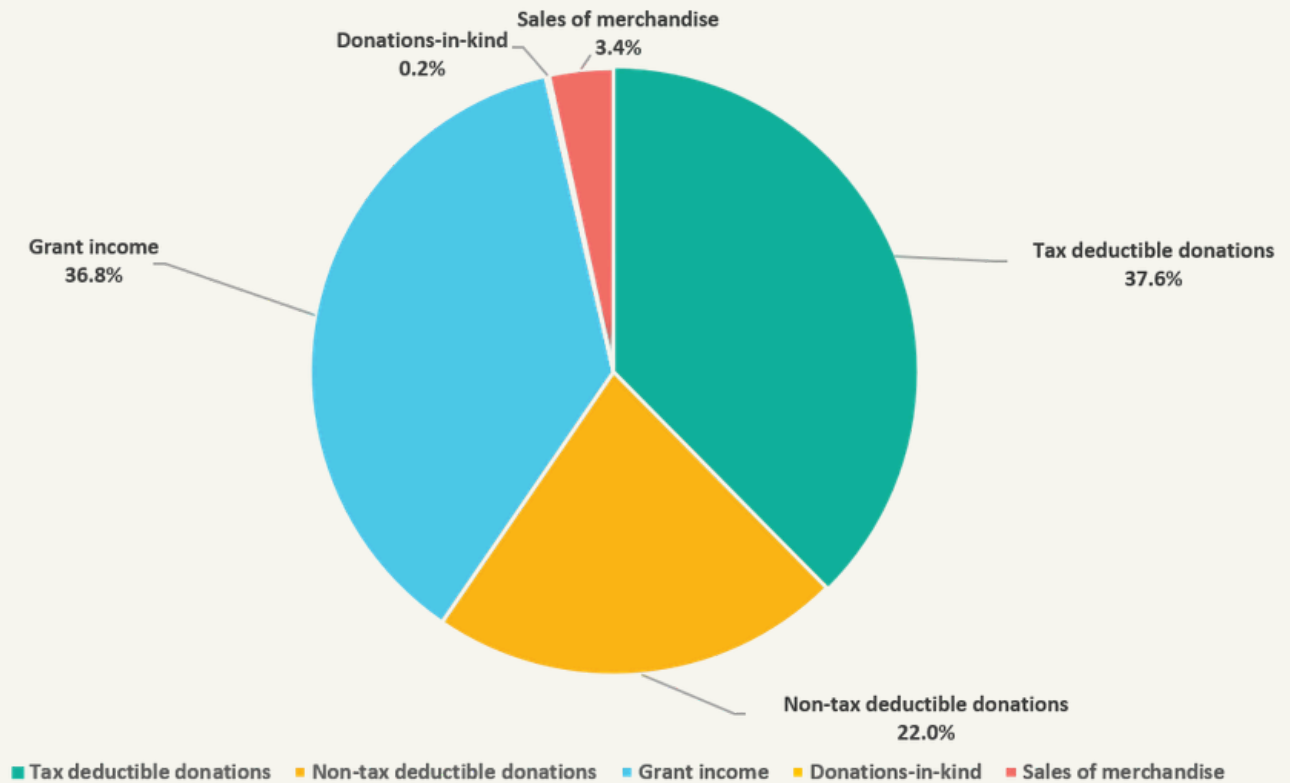


For the financial year ended 31 March 2026, Home for Good, Singapore adopted a prudent and sustainable approach to financial stewardship. Total income amounted to \$835,013, comprising donations, grants, and fundraising revenue. Of this total, 37.6% were IPC-eligible, tax-deductible donations. Total expenditure for the year was \$476,644, with 69% allocated to programme and charitable activities. The remaining expenditure was directed towards governance, administrative support, and fundraising.

We recorded a net surplus of \$358,369, which has been added to our general reserves. As at 31 March 2026, our reserves totalled \$751,119, equivalent to 21 months of operating expenditure. The charity remains debt-free and maintains adequate internal controls and governance, ensuring accountability and transparency in the use of funds. The financial statements were independently audited by Nexia Singapore PAC. We sincerely thank our donors and community partners for their generosity and support.

FY2025/2026

Financial Overview



Tax-deductible Donations

37.6%

Sales of Merchandise

3.4%

Grant Income

36.8%

Donations-in-kind

0.2%

Non-tax Deductible Donations

22.0%

11. Governance and Compliance

Governance and Compliance

Role of the Board

The Board oversees Home for Good, Singapore. Its authority, duties, and responsibilities are set out in the Home for Good, Singapore Constitution. As the policy and decision-making body, the Board bears ultimate responsibility for ensuring that Home for Good, Singapore is governed and managed responsibly and prudently.

Board Meetings and Attendance in FY 2025/2026

A total of five Board meetings were held during the financial year ending 31 March 2026. The following sets out the individual Board members' attendance at the meetings:

Name	Board Position	No. of Board Meetings Held FY2025/2026	Attendance at Board Meetings
Joseph Gan	Chairperson	5	5
Dorothy Chiang	Treasurer	5	3
Orlando Palmero	Secretary	5	5
Nicodemus Tan	Chair, Audit Committee	Nicodemus Tan joined the Board on 31 March 2026, the final day of the financial year, and did not attend any Board meetings.	
Tan Kok Yang	Chair, Programmes Committee	Tan Kok Yang joined the Board on 31 March 2026, the final day of the financial year, and did not attend any Board meetings.	
Clement Ee	Former Director, Programmes	5	3
Low Siew Ling	Former Director, Audit	5	4

Governance and Compliance

Code of Conduct

All board directors, committee members, volunteers, foster parents, and Home for Good, Singapore staff are expected to act honestly and with propriety in fulfilling their responsibilities and to comply with all applicable laws and regulations.

Conflict of Interest and Whistleblowing

Home for Good, Singapore has established Conflict of Interest and whistleblowing policies. All Board directors, committee members, and Home for Good, Singapore staff are required to declare their conflicts of interest annually and promptly upon any changes to their interests. They must abstain from participating in matters in which they have a conflict of interest. The whistleblowing policy provides channels for relevant parties to raise genuine concerns without fear of adverse consequences. The whistleblowing policy is available on the Home for Good, Singapore's website.

12. Conflict-of-Interest Policy Statement and Declaration Summary

Conflict-of-Interest Policy Statement and Declaration Summary

1. Conflict-of-Interest Policy Statement

Home for Good, Singapore adheres to a Conflict-of-Interest Policy to uphold standards of integrity and accountability across all its activities. This policy applies to all Board and committee members, Home for Good, Singapore staff, and volunteers involved in decision-making. It requires individuals to avoid situations where their interests might conflict with, or appear to conflict with, those of the Charity. When such situations arise, they must be declared, recorded, and properly managed or mitigated.

Conflict-of-Interest Declaration Process

All Board Directors and Home for Good, Singapore staff are required to:

- Submit an annual declaration of conflict of interest.
- Update their declaration whenever a potential conflict arises.
- Recuse themselves from discussion or decision-making where a conflict exists.

2. Declaration Summary:

A. Fundraising

Home for Good, Singapore raises funds to support foster parents and families through its programmes and services, and to meet the Charity's operational needs. At the start of each financial year, fundraising targets are set, and activities are regularly monitored to ensure the prudent use of resources, compliance with applicable regulations, and responsible stewardship of donor funds.

Home for Good, Singapore does not engage commercial fundraisers to solicit donations on its behalf. Following the Charity's attainment of Institution of a Public Character (IPC) status in November 2024, Home for Good, Singapore reviewed and strengthened its policies and standard operating procedures for donation management. These enhancements include a donor management system, donor due diligence, verification of donations received, the issuance of tax-deductible donation receipts, and internal controls over donation processing. These measures support compliance with relevant regulatory requirements and reinforce the Charity's commitment to good governance, accountability, and transparency.

Conflict-of-Interest Policy Statement and Declaration Summary

B. Use of Tax-Deductible Donations

(As required by the Inland Revenue Authority of Singapore (IRAS))

Home for Good, Singapore has been approved as an Institution of a Public Character (IPC) since 12 November 2024. The 2025/2026 financial year marks the Charity's first full financial year of tax-deductible fundraising under its IPC status. Based on the confirmation provided by the Management, the Board confirms that all tax-deductible donations received during the financial year ended 31 March 2026 were applied solely to Home for Good, Singapore's charitable purposes. These funds were used to further the Charity's mission to support foster families, advocate for vulnerable children, and strengthen Singapore's fostering ecosystem through programmes, resources, community engagement, and capacity-building initiatives. The Board is satisfied that the use of these donations was consistent with the Charity's objectives and complied with the requirements governing Institutions of a Public Character. This declaration is made in accordance with the Charities Act, the Charities (Institutions of a Public Character) Regulations, and the guidelines issued by IRAS.

C. Personal Data Protection

Home for Good, Singapore is committed to safeguarding the personal data entrusted to us by foster parents, volunteers, donors, members, and other stakeholders. We comply with the requirements of the Personal Data Protection Act 2012 (PDPA) and have established policies, procedures, and safeguards to ensure that personal data is collected, used, disclosed, stored, and disposed of responsibly and securely. Home for Good, Singapore maintains internal and external data protection policies, which are reviewed periodically to ensure ongoing compliance with applicable legislation and alignment with evolving best practices. Our external Data Protection Policy is available on the Home for Good, Singapore's website. Through these measures, Home for Good, Singapore seeks to uphold the privacy, confidentiality, and trust of all individuals with whom we engage.

Conflict-of-Interest Policy Statement and Declaration Summary

D. Reserves Policy

The Board of Home for Good, Singapore has established a reserves policy to support the Charity's long-term sustainability, financial stability, and ability to fulfil its mission. The reserves provide a buffer against unforeseen circumstances, income fluctuations, and unexpected expenditure, while enabling the Charity to continue delivering its programmes and services without significant disruption.

As a relatively young charity, Home for Good, Singapore is building its reserves to a prudent level. The Board intends to maintain sufficient reserves to meet the Charity's operating needs and financial obligations, taking into account factors such as committed programme expenditure, staffing costs, contractual obligations, and potential income volatility. The Board's long-term objective is to maintain reserves equivalent to 24 months' operating expenditure. This target reflects the Charity's reliance on donations, grants, and fundraising income, as well as the need to ensure continuity of support for foster families and beneficiaries during periods of funding uncertainty. The Board reviews the adequacy of the reserve level as part of its financial planning and risk management processes to ensure that reserves remain appropriate for the Charity's current and future needs.

The background of the page is a repeating pattern of stylized houses. Each house is composed of simple geometric shapes: a square base, a triangular roof, and a small arched doorway. The houses are arranged in a grid, with each house slightly offset from the others to create a three-dimensional, isometric effect. The entire pattern is rendered in a light yellow or gold color against a white background.

13. Impact Metrics

Impact Metrics

Evaluation of Home for Good, Singapore's Impact

In 2024, Home for Good, Singapore engaged the Centre for Evidence and Implementation (CEI) to conduct an evaluation of how our work supports foster families and improves outcomes for children in care.

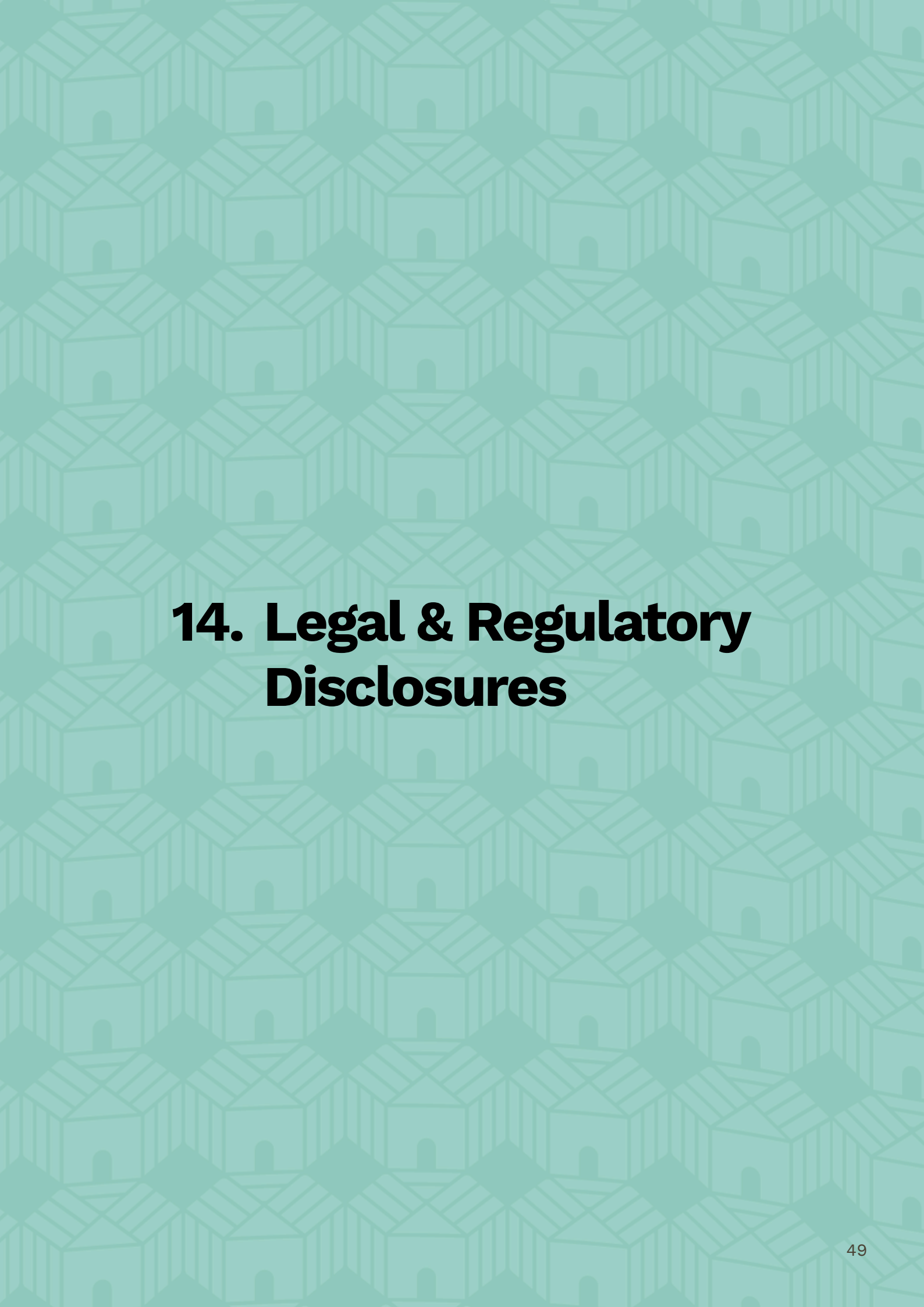
The evaluation explores key questions such as:

- How Home for Good, Singapore supports foster parent recruitment and retention, satisfaction, social support, and reduced stress
- The link between foster parent support through Home for Good, Singapore and foster children's well-being and placement stability
- The specific support needs of different types of foster carers

CEI used a longitudinal mixed-methods approach to collect data through surveys and focus groups between December 2024 and April 2026. A total of 27 Home for Good, Singapore members completed the baseline survey, and 21 (77.8%) completed the follow-up survey.

On average, participants had higher educational qualifications (92.6% held an undergraduate degree or higher) and had fostered one child in the past year. Approximately 1/3 of foster parents had experienced a placement breakdown. The most common reason for placement breakdown was difficulties managing foster children's emotions or behaviours. Eight Home for Good, Singapore members participated in 1.5-hour focus group discussions held in March and April 2026.

CEI is currently analysing the data and writing up the findings. We are grateful for every participant's contribution to this formative evaluation. The findings will inform our understanding of members' needs and experiences and guide improvements and customisation of our programmes.

The background of the slide is a repeating geometric pattern in a teal color. The pattern consists of interlocking squares and diamonds, creating a complex, isometric visual effect.

14. Legal & Regulatory Disclosures

Legal & Regulatory Disclosures

Legal Status

Home for Good, Singapore Ltd. is a Company Limited by Guarantee (CLG) incorporated in Singapore (UEN: 202228829D) and a registered charity under the Charities Act. Home for Good, Singapore was registered as a charity on 28 February 2023 and granted Institution of a Public Character (IPC) status with effect from 12 November 2024.

Governing Instrument

Home for Good, Singapore is governed by its Constitution, which sets out the Charity's objectives, governance structure, powers, and operational framework. The Charity operates in accordance with its Constitution and the applicable provisions of the Charities Act and other relevant legislation.

Regulatory Compliance

The Board is committed to upholding high standards of governance, accountability, and regulatory compliance. During the financial year, Home for Good, Singapore complied with the relevant requirements under:

- The Charities Act and its subsidiary legislation;
- The Companies Act 1967;
- The Code of Governance for Charities and IPCs;
- The Personal Data Protection Act 2012 (PDPA); and
- The Income Tax Act and regulations governing Institutions of a Public Character (IPCs).

Statutory Reporting

During the financial year ended 31 March 2026, Home for Good, Singapore met its reporting obligations to the relevant regulatory authorities, including:

- Submission of the Annual Report and audited Financial Statements to the Commissioner of Charities (COC);
- Submission of IPC-related returns and declarations, where required, to the Inland Revenue Authority of Singapore (IRAS); and
- Filing of statutory returns and corporate information with the Accounting and Corporate Regulatory Authority (ACRA).

Legal & Regulatory Disclosures

ACRA Compliance

The Board confirms that Home for Good, Singapore has complied with the applicable statutory requirements under the Companies Act 1967, based on reports and confirmations provided by Management and the Company Secretary. The Charity has maintained the necessary corporate records and lodged the required filings with ACRA within the prescribed timeframes.

Governance Commitment

Home for Good, Singapore is committed to continual improvement across its governance, financial management, risk management, and compliance practices. The Board regularly reviews the Charity's policies, procedures, and internal controls to ensure they remain effective and aligned with regulatory requirements and good governance practices.



15. Transparency & Accountability

Transparency & Accountability

Strengthening Governance and Transparency

Home for Good, Singapore is committed to upholding high standards of governance, accountability, and transparency across all aspects of its operations. Since becoming a registered charity in 2023 and attaining Institution of a Public Character (IPC) status in November 2024, the Charity has continued to strengthen its governance framework and organisational practices in line with the principles of the Charity Transparency Framework and the Code of Governance for Charities and IPCs.

Throughout the year, Home for Good, Singapore continued to enhance its policies, processes, and internal controls across key areas, including strategic planning, financial management, fundraising governance, risk management, human resource management, safeguarding, data protection, and conflict-of-interest management.

To promote transparency and public accountability, Home for Good, Singapore makes key governance policies available on its website. These include the Charity's Whistleblowing Policy, Personal Data Protection Policy, Safeguarding Policy, and Code of Conduct. The Charity also publishes information on its programmes, governance, and impact through its website, annual reports, and stakeholder communications.

The Board recognises that good governance is an ongoing journey. Home for Good, Singapore remains committed to continually reviewing and strengthening its governance practices, disclosures, and internal controls to ensure the Charity remains accountable to our foster parents, donors, volunteers, partners, regulators, and the community.

16. Donor Recognition & Acknowledgements

Donor Recognition & Acknowledgements

Home for Good, Singapore extends its heartfelt appreciation to every donor, foundation, corporate and community partner, foster parent, volunteer, member, and supporter who journeyed with us throughout FY2025/2026. Your generosity, commitment, and belief in our mission have enabled us to strengthen support for foster families, advocate for vulnerable children and young people, and raise awareness of fostering in Singapore. Through your contributions, foster parents have received resources, training, and encouragement, while children and families have benefited from programmes, community support, and opportunities to thrive. Every donation, volunteer time, partnership, and act of support strengthens the fostering community and helps create safe, nurturing environments where children can experience stability, belonging, and hope.

The Board, Home for Good, Singapore staff, and volunteers are deeply grateful for your trust and partnership. We remain committed to stewarding the resources entrusted to us responsibly and transparently, in pursuit of our vision that every vulnerable child in Singapore can grow up in a safe, loving family environment. As we look ahead, we invite you to continue this journey with us. Together, we can strengthen the fostering ecosystem, support more foster families, and create brighter futures for the children who need them most.

Thank you for believing in fostering and for helping to give every child the opportunity to belong, grow, and thrive.

Our Supporters

Home for Good, Singapore is grateful for the generosity, partnership, and commitment of the many individuals and organisations who support our mission. Their contributions enable us to strengthen the fostering community, support foster families, and advocate for vulnerable children and young persons in Singapore.

Major Donors

We extend our sincere appreciation to the individuals and families whose significant financial contributions have strengthened Home for Good, Singapore's programmes, operations, and long-term sustainability.

Donor Recognition & Acknowledgements

Foundations and Grantmakers

We gratefully acknowledge the foundations and grant-making organisations that have invested in our mission and organisational development, including:

- Bloomberg Data for Good Exchange (D4GX)
- BinjaiTree Foundation
- Maclellan Foundation
- UBS Optimus Foundation

Corporate Partners

We thank our corporate partners for their financial support, in-kind contributions, expertise, and opportunities that have helped advance our work, including:

- Bloomberg
- JustCo
- National Volunteer and Philanthropy Centre
- The MileLion

Church Partners

We are deeply grateful to the churches that have championed fostering, raised awareness, mobilised volunteers, and supported Home for Good, Singapore through giving and advocacy, including:

- Barker Road Methodist Church
- Cherith Baptist Church
- Christalite Methodist Church
- Redemption Hill Church
- Victory Family Centre
- Wesley Methodist Church
- Yio Chu Kang Chapel

Donor Recognition & Acknowledgements

Community Partners

We thank the many organisations and community groups that have collaborated with us to support foster families and promote fostering, including:

- Bless Community Services
- Boys' Town Fostering Services
- Cedar Girls' Secondary School
- Epworth Foster Care
- Gardens by the Bay
- Global Institute of Social Work
- Gracehaven Fostering
- Homeless Hearts of Singapore
- Kinship Kitchen
- Ministry of Social and Family Development
- PPIS Oasis
- Projek Sinar Ihsan – Fostering by Muhammadiyah
- World Without Orphans, Singapore

Foster Parents and Volunteers

We express our deepest appreciation to the foster parents who open their homes and hearts to children in need, and to the volunteers who generously give their time, skills, and encouragement. Your dedication and compassion lie at the heart of a stronger fostering community.

Individual Supporters

We also acknowledge the many individuals, families, and friends of Home for Good, Singapore whose donations, fundraising, advocacy, and encouragement have made our work possible. Every contribution, regardless of size, plays an important role in helping vulnerable children experience safety, stability, and a sense of belonging.

Thank you for partnering with us to create a future where every child can grow up in a safe, loving family environment.

The list above includes supporters who have partnered with Home for Good, Singapore during FY2025/2026. We apologise for any inadvertent omissions.

17. Looking Ahead

Looking Ahead

As Home for Good, Singapore continues to grow. We remain committed to strengthening Singapore's fostering ecosystem by raising awareness, providing support, and advocating. In the coming year, we will focus on deepening our impact and expanding the support available to foster families and vulnerable children.

Our key priorities for FY2026/2027 include:

Expand the Mentor for Good Programme

Building on the successful training of foster parent mentors and the initial mentor-mentee matches, we aim to increase programme participation and strengthen peer support opportunities for more foster parents.

Launch Buddy for Good Matching

Following the training of our first cohort of volunteer befrienders, we will begin matching them with foster families to provide support, encouragement, and a sense of community throughout their fostering journey.

Strengthen Peer Support for Foster Parents

We will continue to grow the Peer for Good monthly initiative by creating more opportunities for foster parents to connect over a meal, share experiences, learn from one another, and build supportive relationships within the fostering community.

Enhance Data and Impact Measurement

With support from Bloomberg's Data for Good Exchange (D4GX) programme, Home for Good, Singapore will strengthen its monitoring, evaluation, and learning capabilities to better understand the outcomes and impact of its programmes.

The development of the dashboard will support strategic planning, resource allocation, and operational decision-making, and enable Home for Good, Singapore to identify trends, measure progress against objectives, and continuously improve its programmes and services. Through surveys and programme evaluations, Home for Good, Singapore aims to better understand the experiences and needs of foster parents, volunteers, and partners, and to assess the effectiveness of programmes and other initiatives. Insights from these evaluations will inform programme refinement, future service development, and advocacy efforts.

Looking Ahead

By strengthening its use of data, evidence, and stakeholder feedback, Home for Good, Singapore aims to enhance organisational effectiveness, improve decision-making, and ensure resources are directed towards initiatives that deliver the greatest impact for foster families and vulnerable children.

Increase Public Awareness of Fostering

Home for Good, Singapore will continue to engage businesses, religious organisations, schools, community organisations, media partners, and the wider public to raise awareness of fostering and to encourage more individuals and families to explore ways to support vulnerable children.

Deepen Collaboration Across the Fostering Ecosystem

We will continue to work closely with MSF, fostering agencies, community partners, donors, volunteers, and foster parents to strengthen support systems, address emerging challenges, and contribute constructively to the development of foster care in Singapore. As we look ahead, we remain guided by our vision that every vulnerable child in Singapore can grow up in a safe, loving family environment. Together with our supporters, partners, and the fostering community, we look forward to creating more opportunities for children and families to thrive.

18. Governance Evaluation Checklist

Governance Evaluation Checklist

Tier 2: All IPCs and Large Non-IPC Charities (with gross annual receipts or total expenditure of \$10 million or more)

Principles	No. of Guidelines
Principle 1: The charity serves its mission and achieves its objectives.	4
Principle 2: The charity has an effective Board and Management.	10
Principle 3: The charity acts responsibly, fairly and with integrity.	6
Principle 4: The charity is well-managed and plans for the future.	7
Principle 5: The charity is accountable and transparent	8
Principle 6: The charity communicates actively to instil public's confidence.	3
Total	38

Governance Evaluation Checklist

GEC Scoring Matrix

Response	Score
Yes	2
No	0
Partial Compliance • The charity is taking steps to comply with the guideline even if the charity has not fully met the requirement. • For guidelines with numerous subpoints (For example, developing internal controls), the charity should achieve 50% of the requirement.	1

For good governance, all IPCs and large non-IPC charities under Tier 2 should minimally attain 80% of the GEC score (minimum 61 points).

Governance Evaluation Checklist

GEC Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	2

Governance Evaluation Checklist

GEC Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.				
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.	1.4	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management.				
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 3: The charity acts responsibly, fairly and with integrity.				
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Partial Compliance	1 ^a

^aHome for Good, Singapore has documented key policies, procedures, and internal controls, including revenue and receipting, procurement and payments, financial reporting, and a Delegation of Authority with defined approval limits. These are reviewed periodically by Management, the Audit Committee, and the Board to ensure they remain effective and support the charity's objectives. The charity does not currently have an internal audit function, and the Board will continue to review the need for one as the organisation grows.

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 4: The charity is well-managed and plans for the future.				
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 4: The charity is well-managed and plans for the future.				
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 4: The charity is well-managed and plans for the future.				
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	1 ^b

^bHome for Good, Singapore is strengthening its impact measurement capabilities through the development of programme dashboards, participant surveys and evaluation frameworks. In addition, an independent study by the Centre for Evidence and Implementation (CEI) is being undertaken to assess programme outcomes and inform future improvements. These initiatives will support the organisation in measuring, monitoring and reporting its impact more effectively.

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 5: The charity is accountable and transparent.				
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 5: The charity is accountable and transparent.				
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	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	2

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	2
Total Score				74 (97%)

19. Audited Financial Statements

HOME FOR GOOD, SINGAPORE LTD.**STATEMENT OF FINANCIAL ACTIVITIES***for the financial year ended 31 March 2026*

	2026	2025
	S\$	S\$
Income from generated funds		
Tax deductible donations	313,832	114,588
Non-tax deductible donations	183,361	21,586
Donations-in-kind	1,654	3,008
Sales of merchandise	28,422	-
Grant income	307,479	304,980
	<u>834,748</u>	<u>444,162</u>
Other income	<u>265</u>	<u>255</u>
Less: Cost of generating funds		
Fund raising expenses	10,348	2,095
Staff payroll costs	42,590	-
	<u>52,938</u>	<u>2,095</u>
Less: Cost of charitable activities		
Administrative/accounting fees	6,121	-
Amortisation of intangible assets	6,783	10,870
Depreciation of plant and equipment	506	-
Derecognition of intangible asset	33,400	-
Development and training	-	653
DMS service fees	1,400	-
Event space rental	5,068	-
Facilities	8,982	-
Foreign exchange differences	23,285	-
Insurance	3,922	2,118
IT and stationery fees	612	-
Programme expenses	6,622	974
Promotional material	9,784	1,143
Publication	-	12,971
Research and development	28,412	35,517
Staff payroll costs	192,697	170,159
Subscriptions	1,373	-
	<u>328,967</u>	<u>234,405</u>

HOME FOR GOOD, SINGAPORE LTD.**STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)***for the financial year ended 31 March 2026*

	<u>2026</u> S\$	<u>2025</u> S\$
Less: Administrative and governance costs		
Administrative/accounting fees	4,081	2,955
Auditor's remuneration	7,630	2,943
Bank charges	470	240
Depreciation of plant and equipment	338	427
Development and training	-	1,308
DMS service fees	933	-
Facilities	5,988	3,008
Foreign exchange differences	-	4,427
Hospitality	1,014	171
Insurance	2,614	151
IT and stationery fees	408	5,245
Membership and subscriptions	2,961	-
Penalty	116	23
Secretarial fees	1,682	1,188
Staff payroll costs	66,504	20,132
	<u>94,739</u>	<u>42,218</u>
Surplus for the financial year, representing net movement in funds	358,369	165,699
Reconciliation of funds		
Total funds brought forward	392,750	227,051
Total funds carried forward	<u>751,119</u>	<u>392,750</u>

HOME FOR GOOD, SINGAPORE LTD.**STATEMENT OF FINANCIAL POSITION**
for the financial year ended 31 March 2026

	<u>2026</u> S\$	<u>2025</u> S\$
ASSETS		
Non-current assets		
Intangible assets	21,479	45,962
Plant and equipment	<u>2,861</u>	<u>972</u>
	<u>24,340</u>	<u>46,934</u>
Current assets		
Prepayment	16,707	1,920
Other receivables	8,079	150,089
Cash and cash equivalents	<u>743,601</u>	<u>211,204</u>
	<u>768,387</u>	<u>363,213</u>
Total assets	<u>792,727</u>	<u>410,147</u>
LIABILITIES AND FUNDS		
Unrestricted funds		
Accumulated general funds	<u>751,119</u>	<u>392,750</u>
Total funds	<u>751,119</u>	<u>392,750</u>
Current liabilities		
Other payables	<u>41,608</u>	<u>17,397</u>
	<u>41,608</u>	<u>17,397</u>
Total liabilities	<u>41,608</u>	<u>17,397</u>
Total liabilities and funds	<u>792,727</u>	<u>410,147</u>

HOME FOR GOOD, SINGAPORE LTD.

STATEMENT OF CASH FLOWS

for the financial year ended 31 March 2026

	<u>2026</u> <u>S\$</u>	<u>2025</u> <u>S\$</u>
Cash flows from operating activities		
Surplus for the financial year	358,369	165,699
Adjustments for:		
Amortisation of intangible assets	6,783	10,870
Depreciation of plant and equipment	844	427
Derecognition of intangible assets	33,400	-
Operating cash flows before working capital changes	399,396	176,996
Prepayment	(14,787)	(1,824)
Other receivables	142,010	(150,003)
Other payables	24,211	9,944
Net cash generated from operating activities	<u>550,830</u>	<u>35,113</u>
Cash flows from investing activities		
Purchase of plant and equipment	(2,733)	(1,399)
Purchase of intangible asset	(15,700)	(45,168)
Net cash used in investing activities	<u>(18,433)</u>	<u>(46,567)</u>
Net increase/(decrease) in cash and cash equivalents	532,397	(11,454)
Cash and cash equivalents at the beginning of the year	<u>211,204</u>	<u>222,658</u>
Cash and cash equivalents at the end of the year	<u><u>743,601</u></u>	<u><u>211,204</u></u>



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