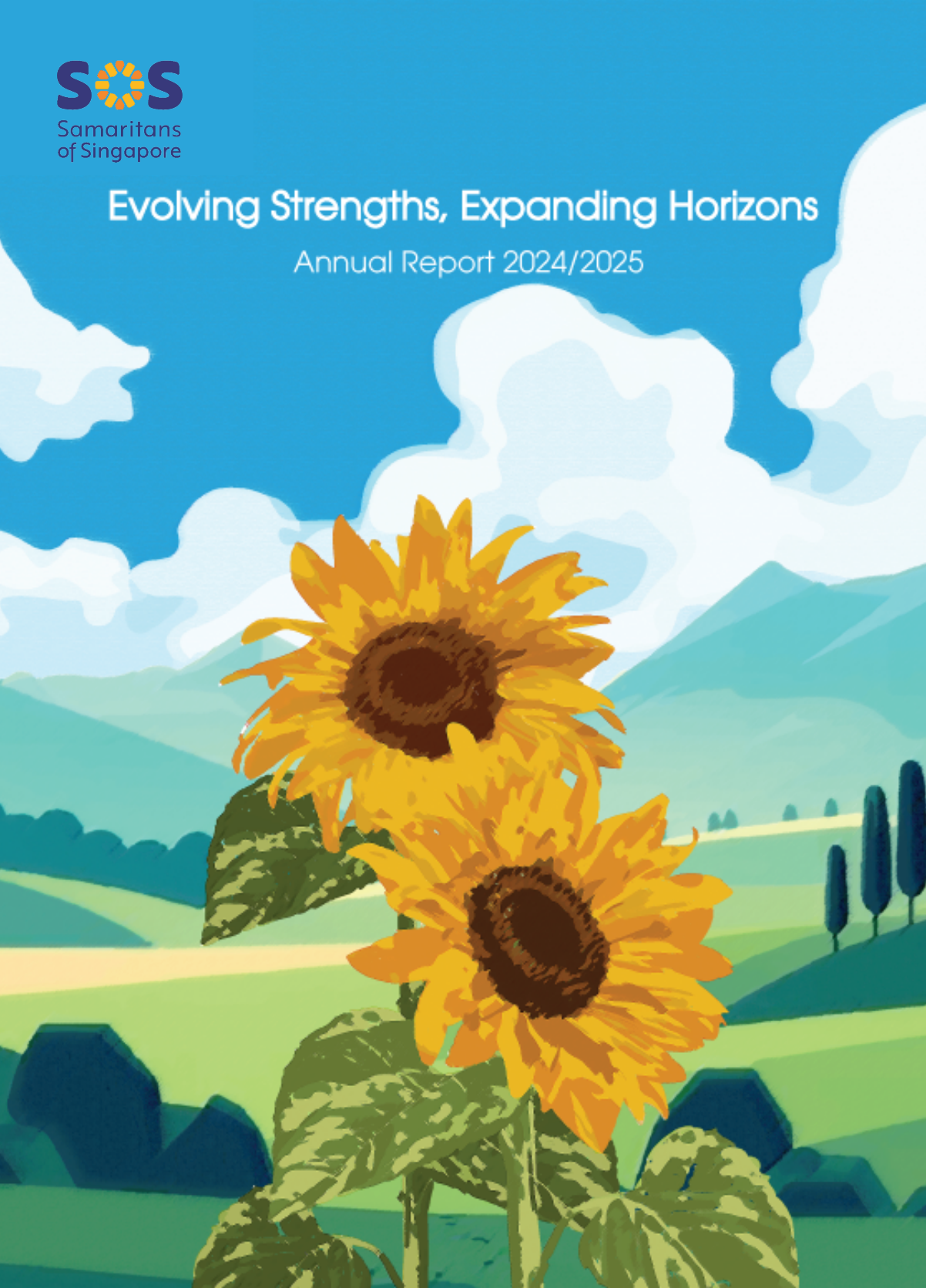
Samaritans of Singapore

Evolving Strengths, Expanding Horizons

Annual Report 2024/2025



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About SOS

Samaritans of Singapore

Founded in 1969, Samaritans of Singapore Limited (SOS) is dedicated to providing confidential emotional support to individuals facing a crisis, thinking about suicide or affected by suicide. Non-religious, and not for profit, our work focuses on crisis intervention and suicide prevention, intervention and postvention.

Vision

To be the premier organisation in suicide prevention

Mission

To be an available lifeline to anyone in crisis

Core Values

To provide confidential, client-centric support to anyone thinking about or affected by suicide, we act in alignment with our values:

Respect
We treat everyone with dignity and without judgement

Collaboration
We leverage one another's strengths for best client outcomes

Innovation
We stay relevant and agile to address evolving needs

Accountability
We act with the highest standard of professionalism & ethics

A message from our Patrons



Mr Lawrence Wong
Prime Minister and Minister for Finance

Singapore has been strengthening our framework for mental health over the years.

This is a national effort – one which involves the whole of society.

The Government is not only improving mental health services but also enhancing access to these services and expanding our community-based support networks. We are working to raise public awareness, reduce stigma, and ensure that those facing mental health challenges can get the care and support they need.

In this regard, the Samaritans of Singapore (SOS) plays a vital role. You provide a critical lifeline to those who are at risk of suicide, and extend much-needed support to those who have experienced the loss of a loved one.

I am heartened that SOS is expanding its services and growing its impact – through professional training, research, and new initiatives to better understand and respond to the evolving suicide landscape.

To the leadership, staff and volunteers of SOS: thank you for your dedication and tireless work. You are making a real difference.

The Government will continue to work closely with you and other stakeholders to prevent suicide and strengthen the safety nets around those who need them most.

Together, we can build a more caring and inclusive society – where no one feels alone, and everyone knows that help is within reach.



Dr Janil Puthucheary
Senior Minister of State,
Ministry of Education & Ministry of Sustainability and the Environment

As a Patron of Samaritans of Singapore (SOS), I have had the privilege of witnessing SOS's unwavering dedication towards suicide prevention and the provision of emotional support to those in crisis. In a world where mental health struggles are growing increasingly complex and pervasive, the work of SOS has never been more vital.

Central to SOS's impact in crisis intervention and suicide prevention is its community of dedicated volunteers, who are the driving force behind the organisation's evolving capabilities. Through their round-the-clock efforts on our 24-hour Hotline and CareText service, as well as various outreach initiatives, SOS volunteers have not only supported those in immediate crisis, but also widened the collective safety net, ensuring help is accessible to those who need it most.

I am especially heartened by how SOS volunteers have grown with organisation and evolved in their roles — stepping into more strategic, skilled, and co-creative capacities, and partnering closely with staff to extend SOS's reach and impact. This pivotal shift is a powerful reflection of the trust, ownership, and passion that volunteers lend to SOS's mission of being an available lifeline. Their efforts have greatly enhanced SOS's ability to respond with both urgency and emotional sensitivity.

To every SOS staff member and volunteer: I thank you for your tireless commitment. Your work saves lives, sparks hope and fosters a culture where no one has to walk through their darkest moments alone.

As we move forward in the year ahead, may we continue to build a more compassionate and inclusive community—one where support is always welcomed and within reach.



Mr Roel Faes
Chairman
Samaritans of Singapore Limited

Thirteen years ago, I began my journey with Samaritans of Singapore (SOS), not knowing just how profoundly it would shape me. Through strategic planning, community engagement, and, most meaningfully, the lives we have touched, I have witnessed the growth of SOS from within. And today, it has been more than just an organisation I serve, it is a cause I am deeply committed to.

SOS's 56-year history in suicide prevention is shaped not just by programmes and plans, but by people — lives touched, stories shared, and communities united. Last August, we held our suicide prevention symposium, Sonder. Attendees described it as a "thoroughly informative and thought-provoking" session.

Chairman's Message

They shared that it combined "inspiration with powerful sharing and education" from guest speakers and the panel. The event served as a powerful reminder of the importance of SOS's work in the community. It highlighted our mission not only to educate, but also to dismantle the stigma surrounding suicide and mental health. Through efforts like these, we strive to build a more compassionate and understanding society.

I would like to take this opportunity to express my deepest gratitude to everyone who has played a part in helping SOS grow and shine brightly as the beacon of hope it is today. To our dedicated staff, volunteers, donors, community partners, your passion, trust, and generosity keep our mission—To be an available lifeline to anyone in crisis—alive. You are the reason we can keep reaching out and showing up. Your steadfast support and unwavering faith towards SOS bring us one step closer to our Vision 2030:
To become a Centre of Excellence in suicide prevention.

In line with our vision, we are guided by three key pillars — Awareness, Resonance, and Action. This helps us ensure that our work is anchored in empathy and purpose; not just seen but felt and sustained.

With greater awareness of SOS, our presence and credibility as the leading agency in suicide prevention and intervention strengthens, enabling us to foster deeper connections and trust with those we serve. Ultimately, we strive to develop sustainable strategies for SOS to remain a beacon of hope that can make a lasting difference for generations to come.

This year's theme, Evolving Strengths, Expanding Horizons, reflects our journey of growth. It signals our intent to do more: to deepen our capabilities and widen our reach. As we continue to enhance our expertise in suicide prevention, intervention, and postvention, we are committed to evolving our capabilities and strengthening our support for those at risk. At the same time, we are exploring new partnerships, tapping into wider communities, and fostering fresh perspectives that inspire hope and resilience.

As we look toward our Vision 2030, we firmly believe that every one of us has a role to play in building a society where no one faces their darkest moments in silence and alone. With your continued support, SOS will not only be an available lifeline, but a symbol of hope that help is always within reach.





Mr Gasper Tan
Chief Executive Officer
Samaritans of Singapore Limited

As Singapore's lead agency for suicide prevention, SOS enters the new year with a clear focus on our five strategic priorities. First, we will uphold robust governance and risk management through alongside financial excellence, ensuring sound stewardship of our resources. Second, we will continue to innovate and expand our service model to meet growing needs. Third, we will advance our role as thought leaders by strengthening our research, resource development and training efforts. Fourth, we will harness innovative technology and data analytics to improve our effectiveness and reach. Finally, we will deepen strategic partnerships and nurture an organisation-wide culture of compassion and excellence.

Each of these priorities will translate into concrete action. For instance, our recent extension of 24/7 support through our digital CareText service exemplifies how innovation is transforming our reach. We are also strengthening our research capabilities to drive evidence-based practices, and investing in volunteer training and resources to deepen counselling competencies. Meanwhile, our commitment to good governance – affirmed by the Charity Transparency Award 2024 – ensures that all growth is underpinned by accountability and best practices. Together, these initiatives strengthen our foundation so that SOS can serve the community even more effectively.

Guided by our Vision 2030, we aspire to become the Centre of Excellence in suicide prevention by the end of the decade. This vision is anchored on three pillars – Awareness, Resonance and Action – which shape everything we do. We will elevate public understanding of mental health and SOS's role; ensure our messaging and programs truly connect with those who need support; and create sustainable strategies and partnerships that turn awareness into collective action for hope. In doing so, we remain grounded in community resilience and empowerment.

Our theme, "Evolving Strengths, Expanding Horizons," aptly describes this journey. Evolving Strengths means continually enhancing our capabilities and refining our approaches – deepening expertise in crisis care and postvention. Expanding Horizons means reaching beyond our current scope – engaging new communities, forming fresh collaborations, and pioneering innovative ways to foster resilience. By doing both, we ensure that no one in crisis faces their darkest hour alone.

Throughout all these initiatives, strong governance remains our anchor. Our Board and leadership provide rigorous oversight and clear direction, ensuring that every priority is pursued with integrity. The governance standards we uphold – and which have won external recognition – give our stakeholders confidence and keep us aligned with our mission. With sound governance in place, SOS will confidently navigate the journey toward Vision 2030.

Foreword by Chief Executive Officer

SOS at a glance

FY24/25

Every 14 hours,

1 case is de-escalated and prevented from imminent risk of suicide.

24-hour Crisis Lifelines

48,384
Number of calls received

9,319
Number of calls that expressed suicide risk

20,738
Number of texts received

6,600
Number of texts that expressed suicide risk

Crisis Support Team

616
Interventions to support individuals in crisis

1,522
Outcalls made to support individuals with high-suicide risk

Client Care

737
Counselling sessions

202
Clients in distress served

258
Survivors supported by SOS's LOSS programme

13
Participants supported through Light in The Dark support group

Corporate Achievements

$1,971,730
Total income from general donations and fundraising events

Charity Transparency Award 2024
Award received



SOS Academy

44 runs
1,075 participants
Training and Development programmes and sessions

121 runs
2,354 participants
Be A Samaritan (BAS) Programme

Community Outreach and Education

23
Outreach events

4,376
Participants reached

Evolving Strengths

Our theme for the new financial year—Evolving Strengths, Expanding Horizons—reflects Samaritans of Singapore's continuous journey of growth. Over the years, we have built a strong foundation in crisis intervention and emotional support, standing tall as a lighthouse for those in distress.

As Singapore's only social service agency offering 24-hour crisis care services, we provide a lifeline for anyone seeking help. Our integrated programmes and support pillars ensure a seamless continuum of care for individuals during critical moments in their lives, offering them the support they need to embrace a hopeful future.

In the year ahead, we will not only strengthen our expertise but also deepen the impact of our services.

Evolving Strengths signifies our commitment to enhancing our capabilities, refining our approaches, and deepening our support for individuals at risk of suicide.



24-Hour Hotline

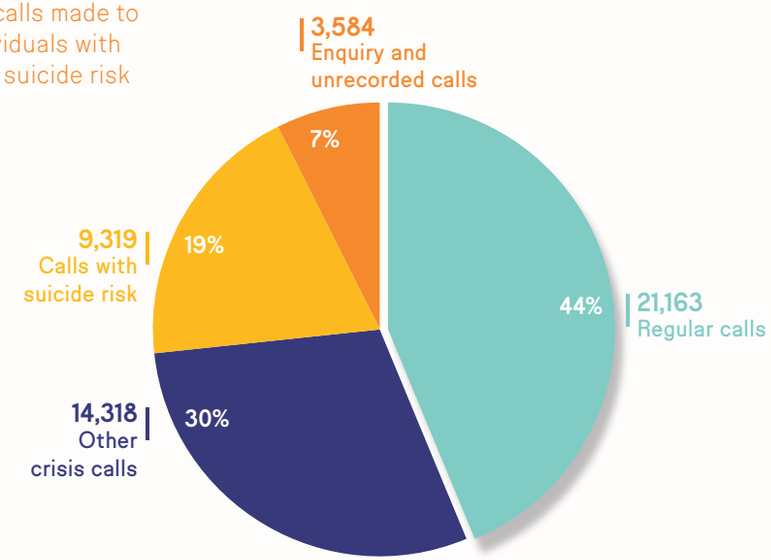
Since our inception in 1969, SOS's 24-hour Hotline has been a vital lifeline for individuals in crisis. In FY2024/2025, we responded to **48,384 calls** from **7,762 unique service users**. The most frequent problems presented across all age group included loneliness, physical health issues, employment challenges, family problems, and marriage concerns, with mental health issues comprising 12% of all calls.

48,384
Hotline calls answered

9,319
Calls with suicide risk

1,522
Outcalls made to individuals with high suicide risk

Breakdown of Hotline Calls:



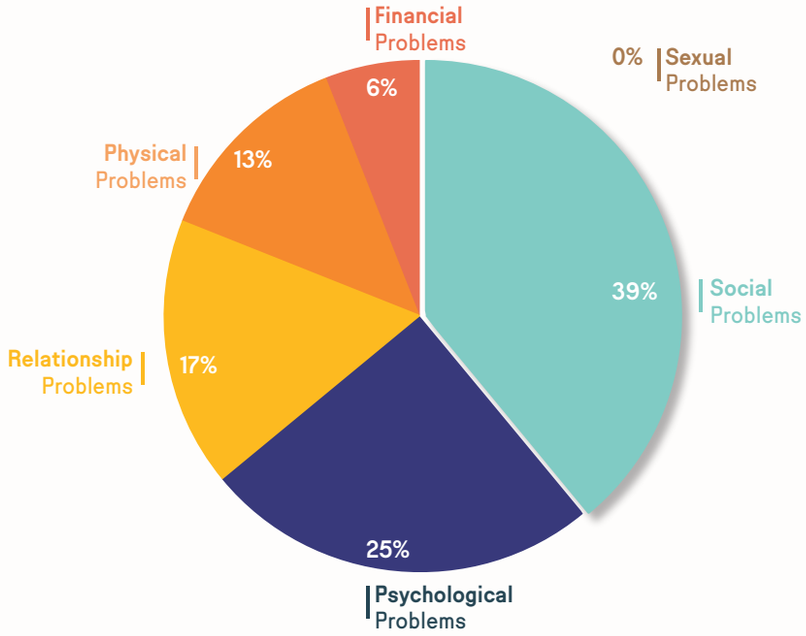
Top presenting problems for suicide risk across all age group:

Physical Health
Loneliness
Employment

Problems presented with suicide risk by age range:

10-29	30-59	60 and above
Education	Physical health	Physical health
Loneliness	Loneliness	Loneliness
Employment	Employment	Marriage

Presenting problems for Hotline calls:



Most frequent problems presented by age range:

29 and below	30-59	60 and above
Loneliness	Loneliness	Physical health
Education	Physical health	Loneliness
Work/Family	Employment	

7,762
Unique service users

23%
Hotline calls from clients aged 29 and below



24-Hour CareText

20,738
Texts received

6,600
Texts with suicide risk

3,245
Outgoing text messages

SOS's 24-hour CareText via WhatsApp, a text-based communication platform, was designed to allow distressed youths to feel more comfortable discussing their issues over text—a preferred communication format for them.

In FY2024/2025, we served **9,177 unique service users** through this platform. Notably, **32% of all incoming messages** involved expressions of suicidal ideation or plans. The most frequent problems presented across all age group included education, barrier to help-seeking, employment and loneliness. Additionally, mental health concerns accounted for 10% of all chats answered.

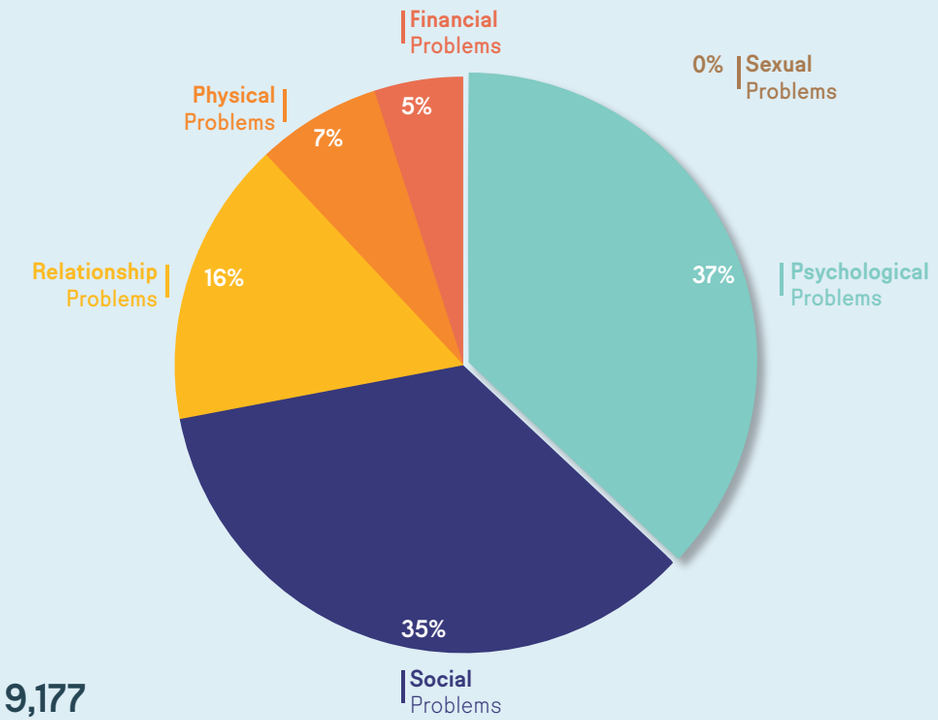
Top presenting problems for suicide risk across all age group:

Education
Barrier to help-seeking
Marriage

Most frequent problems presented by age range:

10-19	20-29	30-59	60 and above
Education	Employment	Marriage	Physical health / Concerned third parties
Family	Barrier to help-seeking	Employment	Barrier to help-seeking
Loneliness		Physical health	Financial / Family

Presenting problems for CareText Service:



9,177
Unique users

66%
Texts are from service users aged 29 and below



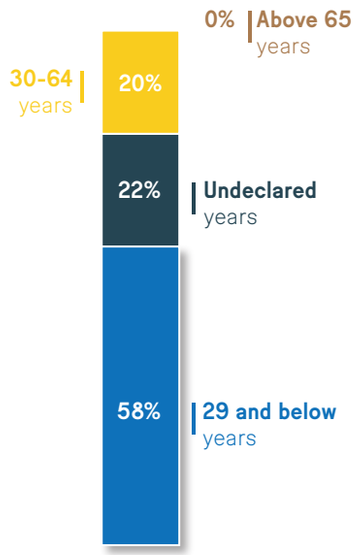
Active Rescue

616
Interventions to support individuals in crisis

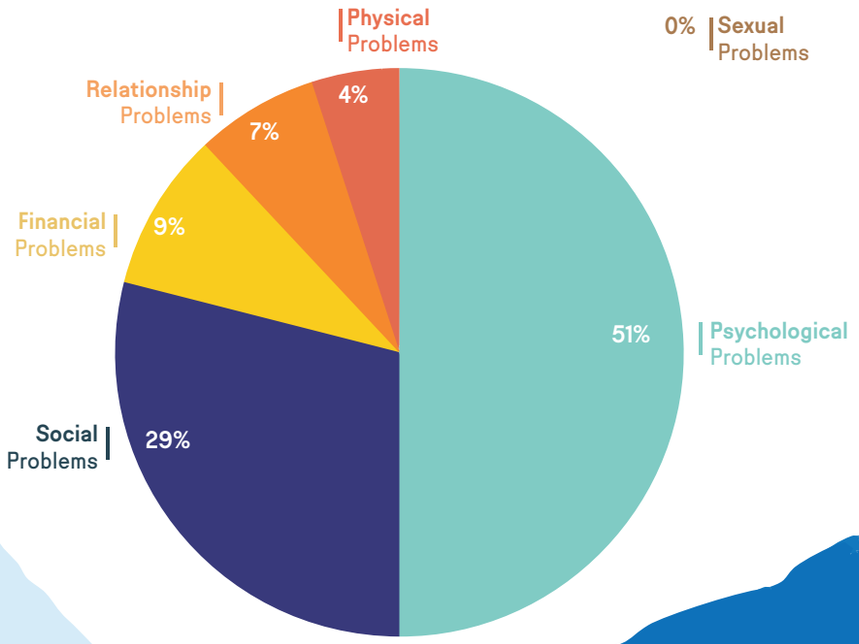
Active Rescue is a crucial component of SOS's crisis intervention strategy, which was designed to ensure the safety of individuals at imminent risk of suicide.

Through integrated services, such as calls, texts, and counseling, SOS addresses various levels of crisis, providing tailored support to those in need. This aligns with the organisation's commitment to protecting individuals from harming themselves or others.

Age range of active rescue cases



Presenting problems for Active Rescue:



Client Care

While suicide continues to be a taboo subject worldwide, at SOS, we are determined to play a pivotal role in being the light to shine the path for people, who experience suicidality and suicide losses, and walk beside them in this journey.

The counselling professionals within the Client Care team are most willing to be part of this healing process with our clients as they navigate through the fog and obstacles in their journey. The team provides specialised counselling services to clients who are experiencing suicidality and suicide bereavement.

Under the SOS's three strategic pillars of support, counselling falls under intervention, which focuses on working with our clients on their management of suicidality and suicide bereavement, through either individual counselling or group work. We also provide supplementary support to our clients through calls and emails.

Over the past few years, the team has observed the scope and depth of complexity and intensity in the cases we are seeing. It is parallel with the current global social landscapes and trends, in relation to the mental health well being of the general population.

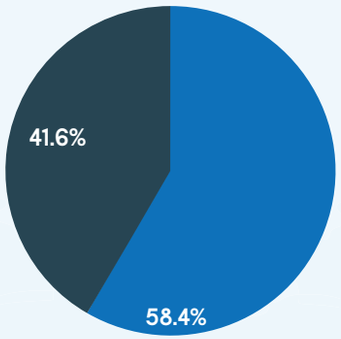
Counselling

737
Counselling sessions conducted

202
Unique service users

The Client Care team provides crucial counselling intervention to two distinct groups of clientele: individuals facing suicide crisis, and anyone coping with the aftermath of suicide loss. With **737 counselling sessions** conducted, the team has supported **202 unique clients**, comprising of **118 dealing with loss and 84 in crisis**.

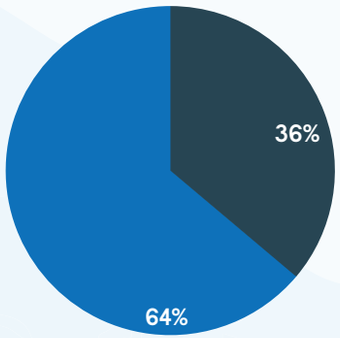
Breakdown of service users



84 Crisis Clients

118 LOSS Clients

Breakdown of genders



73 Female Clients

129 Male Clients

For those in crisis, SOS counsellors are trained in the CAMS (Collaborative Assessment and Management of Suicidality) framework, that utilises a collaborative therapeutic alliance stance in assessing and stabilising clients who struggle with suicide ideation. When individuals face the deep grief of losing a loved one to suicide, SOS counsellors use Meaning Reconstruction in Grief Therapy framework, which helps survivors to process their loss, form connections with the departed, and find solace by reflecting on memories, ultimately integrating it into their life story.

SOS counsellors work closely with various organisations, including the Singapore Police Force, hospitals and community agencies, to ensure comprehensive support and care for our clients across both groups.

Light in the Dark (LITD)

68
Participants indicated interest

62
Cases converted to crisis cases

15
Cases converted to counselling cases

13
Participants for both runs

Light in the Dark (LITD) is a structured psycho-educational support group tailored for those who have attempted suicide in the past or who suffer suicidal thoughts. The group provides a safe space for those struggling with suicidality to connect and provide mutual support for each other. Within FY24/25, we have observed that the public recruitment for LITD support group via social media has become an emerging source of referrals.

CareMail

534
Unique service users served

The Client Care team has observed a decrease in the number of CareMail emails received over the years since the commencement of SOS's 24-hour CareText service, a text-based communication platform for users to communicate with SOS staff and volunteers. This may be largely due to clients' desire for immediacy of replies, hence choosing to text rather than email. Despite the decline, CareMails still remains an open helpline for anyone who wishes to reach out to our Client Care team for support through their crisis.

Medium Risk and High-Risk cases

Total Number: 414

2024

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
32	**18**	**35**	**48**	**55**	**26**	**25**	**17**	**34**

2025

Jan	Feb	Mar
47	**37**	**40**

Local Outreach to Suicide Survivors (LOSS) Programme

258
Survivors supported through LOSS Programme

LOSS (Local Outreach to Suicide Survivors) programme provides support to individuals who have lost a significant other to suicide. A range of services are available for suicide loss survivors which include emergency activations for emotional support, individual counselling, Healing Conversation and support group programmes.

During emergency activation, staff and trained volunteers are deployed onsite (e.g. residence, mortuary) to provide emotional support to next-of-kin. Counsellors will provide individual counselling to suicide survivors. The newly bereaved (suicide survivor) may request to connect with another fellow survivor on a one-on-one basis. In this case, the counsellor will arrange a meeting with a Healing Companion who has had a similar loss and is further along in their grief journey. Individuals who are interested and assessed to be ready may be invited to join support groups.

There are two main support groups offered by the LOSS programme: Healing Within and Healing Bridge. Healing Within is a structured group programme which comprises six sessions, with each session dedicated to a topic specifically related to suicide bereavement whereas in Healing Bridge, survivors are free to bring up whatever they hope to seek support for from the rest of the group in their monthly sessions.

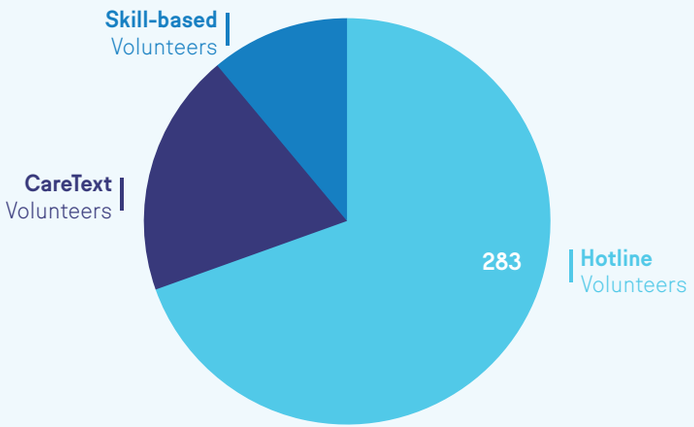
Our community of Healing Companions also acts like a "walking library", providing stories of their survival and healing which have proven (through feedback from fellow loss survivors) to be powerful. Their narratives have offered the hope that while the pain does not vanish, it can still be carried and integrated into life in a meaningful way. Connecting with other persons who have been through similar pain (of losing someone through suicide loss) can be healing for suicide loss survivors. In Healing Conversation, suicide loss survivors can speak on their losses to another survivor who has been there.

Volunteer Management

407
Total number of volunteers

Our work at SOS is made possible by the unwavering commitment of our volunteers. They bring heart, skill, and diversity to our mission — from responding on the 24-hour Hotline and CareText, to driving impactful projects and taking on leadership roles on our Board and committees. Their dedication continues to shape a stronger, more responsive support system for those at risk.

Breakdown of volunteers



Our volunteers at a glance

12
Residing overseas

14
Cross deployed across Hotline & CareText

50 years
Longest serving years of service

86 years old
Oldest volunteer

21 years old
Youngest volunteer

32
Be A Samaritan (BAS) Facilitators

Total number of hours contributed

21,043
Hotline (Total) hours

2,964.5
CareText (Total) hours

66.32
Average number of hours per volunteer

Recruitment

	Total number of runs	Total attendance
Potential Volunteer Briefing	9	357
Be A Samaritan for Potential Volunteers	10	189
Recruitment Roadshows	3	NA

Social events and engagement activities

Type	Event Name	Attendance
Signature Events	SOS 55th Anniversary Charity Gala Dinner	7
	Family Day 2024	79
	CareText Bonding	19
	Turning Blue Party	24
	International Volunteer Day	112
	SOS Annual Luncheon	141
	Volunteer Service Partners (VSP) Retreat	24
Internal Engagement	Be A Samaritan (BAS) Appreciation	44
	Warmline Gathering	10
	Organisation Health Diagnostic Scheme Focus Group Discussion	7
	Caremail Gathering	13
	Turning Green Party	12
Wellness Activities	Celebrating Volunteers get-together	5
	Ministry of Social and Family Development Volunteers Night Out	14

Continual training and engagement sessions

24-hour Hotline (and Warmline)	Types of Training	Attendance
Continual Training by Internal Staff/Volunteers	Business Continuity Planning (BCP) Briefing sessions	11
	Be A Samaritan (BAS) Facilitator Training	12
	Volunteer Orientation sessions	11
	Volunteer Touchbase sessions	18
	Beyond Blue (Module 1-3)	17
	Peer Check-in	8

24-hour CareText	Types of Training	Attendance
Continual Training by Internal Staff/Volunteers	Volunteers' Orientation sessions	18
	Supervisor Touchbase (CareText)	5

Other Training/ New initiatives	Types of Training	Attendance
Continual Training by Internal Staff/Volunteers	Local Outreach to Suicide Survivors (LOSS) Talk	13
	Sharing by SHINE Children and Youth Services	29
	Information Sharing on WE CARE and their work with Addiction	22
	Information Sharing: The T Project	30
	Sharing on Workplace Harassment by TAFEP	18
	Befriending at the End of Life	39

New initiatives

The needs of our volunteers continue to evolve, and the Volunteer Management team actively collaborates with volunteers to develop new initiatives aimed at enhancing their overall volunteering experience with us.

Name of initiative	Details of initiative	Implementation date
Turning Green Party	To celebrate the completion of classroom supervision training (Phase 1 and 2) for hotline volunteers and the start of solo duties.	October 2024
CareText Bonding	Bonding event for CareText volunteers to get to know each other better.	August 2024

Advocacy and Outreach Initiatives

4,376
Total number of participants

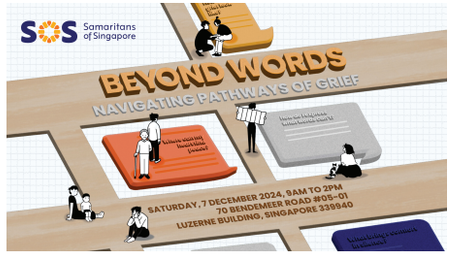
Despite growing mental health awareness, suicide remains one of the most difficult subjects to openly address in Singapore. Findings from a 2024 national survey* show that over 80% of Singaporeans still link suicide to stigma—signaling a persistent barrier to help-seeking and open dialogue. This underscores the importance of public education in dismantling harmful stereotypes and building a more informed and supportive society.

*Project Save.Me.Too by SOS's partner, Singapore Management University

At the core of our advocacy lies a commitment to education—ensuring people from all walks of life are empowered with the knowledge and empathy to support those in distress. We believe that through inclusive, age-appropriate outreach and sustained community engagement, we can nurture a culture where seeking help is normalised and no one feels alone in their struggles. Our goal is to reinforce support structures and reduce the isolation often experienced by those at risk.

In FY2024/2025, our outreach and advocacy initiatives engaged more than 4,300 individuals through external talks. These sessions covered key aspects of suicide prevention in Singapore, shared updated statistics, and empowered participants to identify signs of distress and respond constructively.

International Survivors of Suicide (ISOS) Loss Day 2024



International Survivors of Suicide Loss (ISOS) Day, held on 7 December 2024, brought together individuals around Singapore united by shared loss and collective healing. SOS embraced the theme "Beyond Words: Navigating Pathways of Grief," creating space for open hearts, quiet reflection, and the reassurance that no one has to walk the path of grief alone.

We were honoured to welcome Ms Ong Chui Ngoh from SAMH Singapore as our keynote speaker. With deep empathy, she guided participants through the ways our bodies respond to distress and offered gentle, embodied approaches to supporting the grieving process.

Participants could then choose between two unique workshops: one centred on therapeutic movement, led by Ms Carrisa Soh from SAMH Singapore, helping individuals move through grief with their bodies. The other workshop, Pathways Through Grief: Creating Personal Recipes for Connection, was a reflective writing workshop led by artist Alecia Neo and her team. Participants of these workshops were invited to connect with their loved ones through the medium of writing and personal ritual.

This intimate, closed-door event was open to all who have lost someone to suicide and concluded with over **60 participants**. It reinforced that grief can be a bridge to connection, not isolation—and that remembering is an act of love. ISOS Loss Day stood as a tribute to those lost, while honouring the strength and resilience of those who carry their memory forward.

Fundraising Initiatives

At SOS, fundraising does more than keep our services going—it fuels hope, connection, and community action. It allows us to grow our outreach, empower individuals through education, and most critically, continue offering a lifeline to those in crisis, whenever and wherever they need us.

In the past year, with the unwavering support of our donors, sponsors, and partners, **we raised $1,718,626** through our fundraising campaigns. These efforts not only sustained our work but also deepened our partnerships and inspired more individuals to speak up, reach out, and advocate for suicide prevention within their networks.

Every dollar raised is a reflection of the compassion and commitment within our community. We are deeply thankful to all who have walked alongside us in this journey. Together, we are not only funding services—we are building a future where every life is valued, and every person feels supported.



55th Anniversary Charity Gala Dinner



SOS marked a significant milestone with our 55th Anniversary Gala Dinner, held at the Grand Ballroom of One Farrer Hotel. Themed "Embracing Hope: 55 Years of Lifelines", the evening was a poignant celebration of resilience, remembrance, and renewed commitment towards mental wellbeing and suicide prevention.

We were honoured to welcome our Patron and Guest-of-Honour, **Prime Minister Lawrence Wong,** whose presence underscored the national importance of our mission. The event brought together long-standing supporters, dedicated partners, and passionate mental health advocates, united by a shared belief: that every life matters.

As we reflect on our 55-year journey, the Gala stands as a testament to what we can achieve when we come together with compassion and purpose. We are deeply grateful to everyone who contributed to making the evening a success, and to all who continue to stand with us in our unwavering mission to prevent suicide and offer hope to those who need it most.

Thanks to the overwhelming generosity of our donors and partners, the Gala successfully raised **$603,950.**

Sonder:
Unravelling the Complexities of Suicide Symposium 2024

In conjunction with World Suicide Prevention Day (WSPD), we organised **'Sonder: Unravelling the Complexities of Suicide',** a symposium curated to transcend boundaries and foster a safe space for open dialogue, uniting individuals from all walks of life to share stories, learn, and reflect on the unseen struggles that many face.

The symposium was honoured to welcome Dr Janil Puthucheary, Ministry of Health (accurate as of 2024) and Patron of SOS as the Guest-of-Honour.

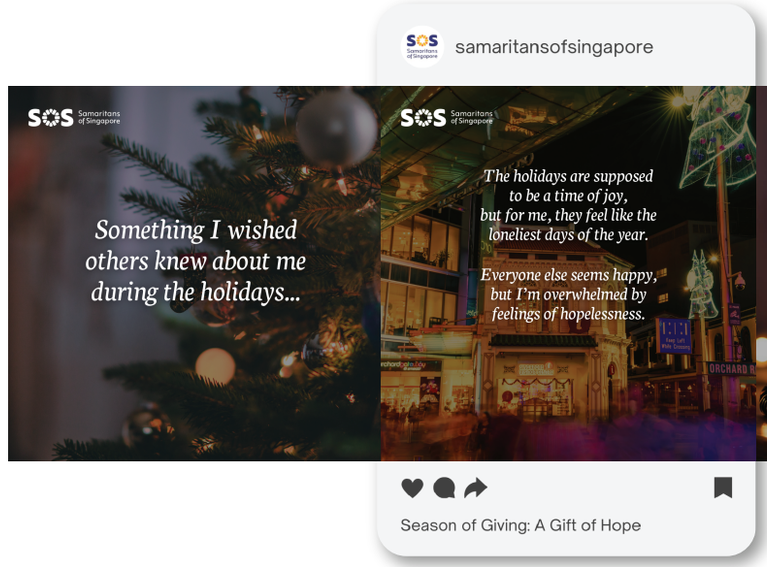




Through engaging talks, interactive workshops, and insightful panel discussions, **over 350 participants** came together and explored hidden narratives and exchanged insights on best practices in suicide prevention. The event invited everyday individuals from social service professionals, students, volunteers and more to recognise their potential to influence positive change, even in small and personal ways, in the broader narrative of human experience.

We extend our heartfelt appreciation to all donors, partners, and attendees whose contributions make our mission possible.

Together, we raised **$283,101** in support of SOS's ongoing work in suicide prevention and mental health outreach.



Season of Giving: A Gift of Hope

During the 2024 festive season, SOS launched a digital campaign on Giving.sg, themed "Season of Giving: A Gift of Hope." The theme underscored the deeper meaning of giving during the holidays, not just as a charitable act, but as a way to offer comfort, compassion, and light to those grappling with emotional pain or impacted by suicide. In a time traditionally associated with warmth and togetherness, the campaign serves as a reminder that hope itself can be one of the most powerful gifts. The initiative raised **$244,838**, contributing to SOS's efforts in suicide prevention and emotional support services.



World Suicide Prevention Day 2024: Turning my Leaving Note into a Living Note

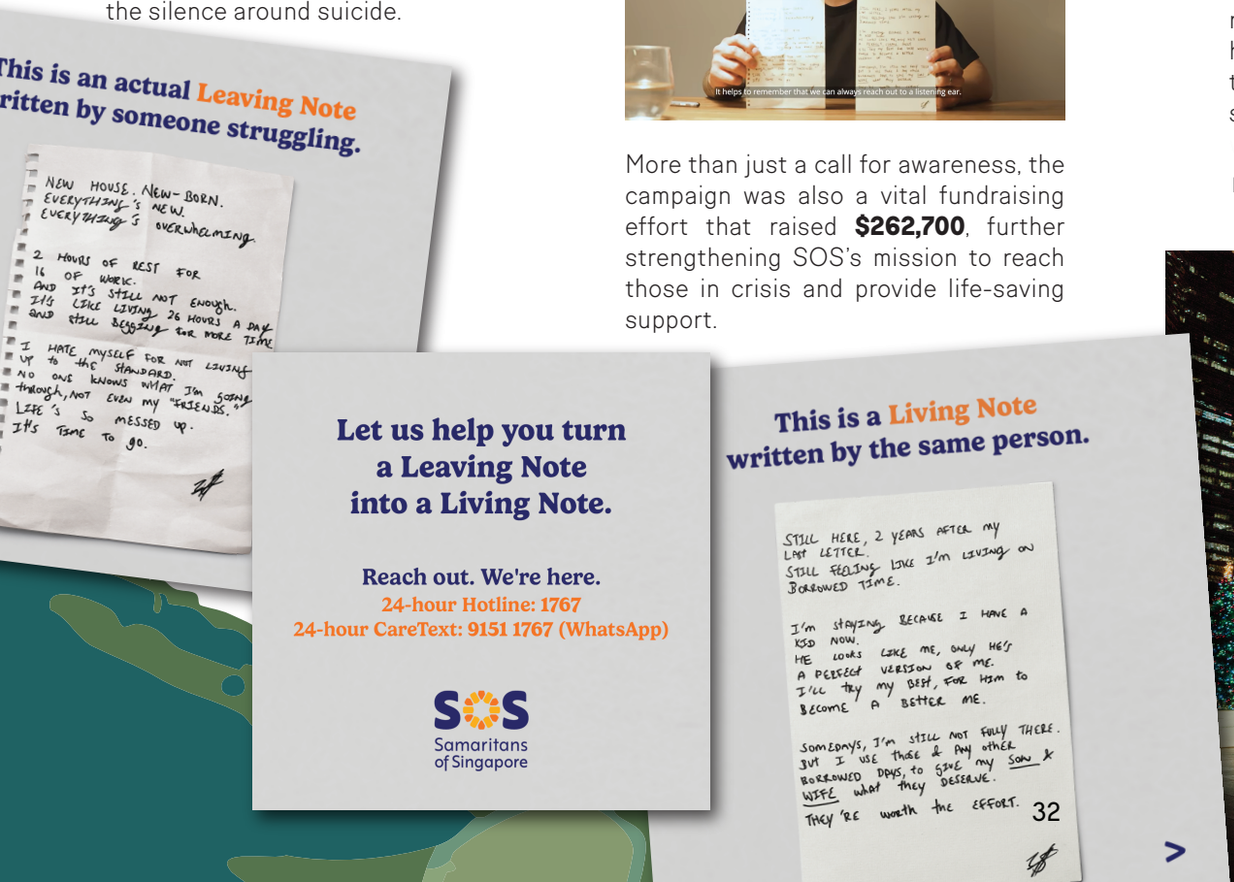


As part of our continued commitment to suicide prevention, SOS commemorated World Suicide Prevention Day (WSPD) with a heartfelt awareness and advocacy campaign aimed at breaking the silence around suicide.

Launched in partnership with creative agency TBWA, the campaign delivered a striking message centred on a powerful and emotional contrast between a "leaving note" and a "living note" — a symbolic reminder that, with timely support and compassion, a story of despair can be transformed into one of resilience. Through the lens of a suicide attempter's difficult journey, the campaign sought to encourage open conversations and empower those in distress to seek help.



More than just a call for awareness, the campaign was also a vital fundraising effort that raised **$262,700**, further strengthening SOS's mission to reach those in crisis and provide life-saving support.



ChariTrees 2024



In its 14th edition, ChariTrees 2024 lit up the Marina Bay Waterfront Promenade with its largest and most festive display to date. Held from 19 November to 26 December 2024, the event carried the theme "Blossom of Hope," symbolising our shared journey toward recovery and resilience. It served as a beacon of hope, compassion, and unity, inviting the community to come together in support of mental health and emotional well-being.

For five weeks, the Waterfront Promenade was transformed into a glowing corridor of light and joy, with illuminated trees representing stories of courage, remembrance, and generosity.

We are deeply grateful to our co-organisers — TRCL's Business Times Budding Artists Fund (BT BAF), SPD, Lions Befrienders (LB), and the Kidney Dialysis Foundation (KDF) as well as to our generous partners and donors. With your support, SOS raised **$324,036**, contributing to the impressive collective sum of **$1,027,634**.

Thank you for helping us light up the way and for reminding those in distress that they are never alone.

For the complete set of audited financial statements, please refer to the 'Financial Statements' section on pages 88 to 128 in the digital version of the Annual report, available at: sos.org.sg/media/annual-reports/



SOS in the Media

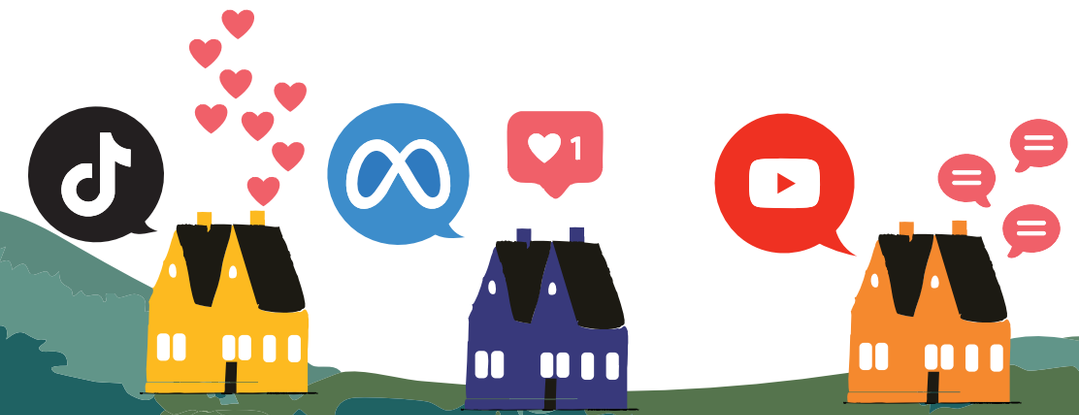
To stay relevant and engaged with our audience, it is important for SOS to maintain an active presence on multiple platforms and understand the audience's tone and preferences. This allows us to provide better resources to those in distress and raise awareness more effectively.

In FY24/25, SOS garnered mentions and features in at least **250 media publications**, including newspapers, magazines, online platforms, and television programmes. This extensive media coverage amplified the reach of our programs and services, enhancing our impact on the community and our ability to share news about our resources.

Social Media for Good

Collaborating with community partners and social media platforms is crucial for community safety and access to help. SOS works with major platforms like TikTok, YouTube, and Meta to sharpen policies. For example, SOS participated in a YouTube session on flagging inappropriate content, contributing to discussions on keeping kids, youth, and families are safe. SOS also provided feedback to help YouTube finetune their flagging process.

As the social media space continues to evolve and expand, SOS remains committed to enhancing and refining policies. Our goal is to ensure that everyone can navigate online platforms safely and confidently, fostering a secure environment for all users to seek assistance and engage positively with content.



Donors

$50,000 and above

Binjaitree
Chew Sutat
Goh Foundation Limited
Holywell Foundation Limited
Mind the Gap 200 Fund c/o The Community Foundation of Singapore
Our Cocomo Pte Ltd
Singapore Pools (Private) Limited
Singapore Rubber Millers Association
The Silent Foundation Ltd
Tow Heng Tan

$10,000 and above

Chuah Kee Heng
Gay Hui Yi
Lee Hwee Chung, Shawn
Luzerne Pte Ltd
Nunchi Marine Pte Ltd
Ovata Capital Management Singapore
Pei Hwa Foundation Limited
Tan Chin Tuan Foundation
Yeoman Capital Management Pte Ltd
Youjoy Pte Ltd

$5,000 and above

AVEVA Software Singapore Pte Ltd
Buss Global Holdings Pte Ltd
Chee Yin Chia
Dhondge Mukund Gopalrao
Eng Aik Meng
Exceed Sports & Entertainment Pte Ltd
Fullerton Healthcare Group Pte Ltd
Gasper Tan Peck Leong
King & Wood Mallesons LLP
Newcastle Australia Institute of Higher Education Pte Ltd
Ng Keng Kwang Keith
Ong Geok Chwee
Peter Triggs
PSA Corporation Limited
RSM SG Assurance LLP
Rubin Holdings Pte Ltd
Sian Chay Medical Institution
Sharon Siah Chek Hoon
Sunningdale Tech Ltd
Tay Kai Hong
Tiong Shu

Sponsorship and Donation-In-Kind (DIK)

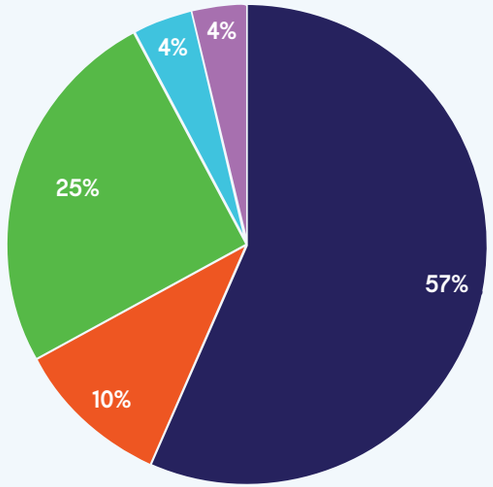
$1,000 and above

Low Hai Hong
Moove Media Pte Ltd
Octopus Group Pte Ltd
One Farrer Pte Ltd
Singapore Pools (Private) Limited
TBWA\Singapore
Wang Yi Han
Ximula Sail

Total Value: $312,589



Summary of Financial Performance



Total Income: 9,053,748

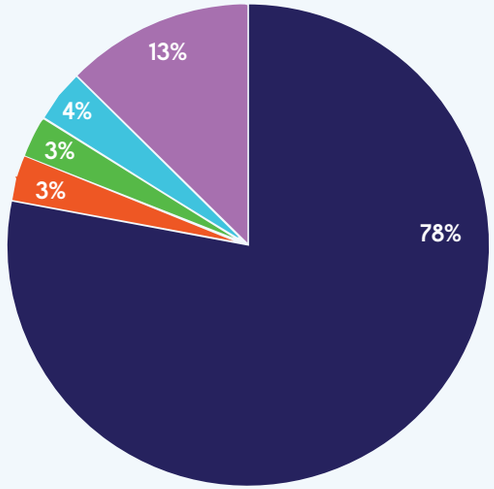
Funding
5,121,100

Other Grants & Wage Credit
949,451

Donations & Sponsorship
2,284,319

Training Income
362,924

Other Income
335,954



Total Expenditure: 8,628,894

Manpower Expenses
6,728,314

Fundraising & related Sponsorship Expenses
266,456

Publicity & Education Expenses
240,213

Depreciation Expenses
306,997

Other Operating Expenses
1,086,914

For the complete set of audited financial statements, please refer to the 'Financial Statements' section on pages 88 to 128 in the digital version of the Annual report, available at: sos.org.sg/media/annual-reports/

Expanding Horizons



Our theme for the new financial year—Evolving Strengths, Expanding Horizons—reflects Samaritans of Singapore's continuous journey of growth. Over the years, we have built a strong foundation in crisis intervention and emotional support, standing tall as a lighthouse for those in distress.

As Singapore's only social service agency offering 24-hour crisis care services, we provide a lifeline for anyone seeking help. Our integrated programmes and support pillars ensure a seamless continuum of care for individuals during critical moments in their lives, offering them the support they need to embrace a hopeful future.

As we move towards the future, robust governance within our organisation is becoming increasingly crucial. It forms the bedrock that enables SOS to maintain stability and effectiveness, empowering the organisation to assist those in need and to lead the cause of suicide prevention.

Our board of directors, composed of dedicated and diverse individuals, provides strategic oversight and ensures our mission and values remain at the forefront of our efforts. Complementing this leadership is the organisation structure, which fosters clear communication and efficient decision-making across all levels. Through their guidance and our structured framework, we work towards being well-equipped to serve our community and spearhead initiatives that foster hope and resilience.

SOS Academy (SOSA)

3,429
Total Participants
1,075 Professional Training
2,354 Be A Samaritan Programme

165
Total Runs
44 Professional Training
121 Be A Samaritan Programme

Our workshops and training programmes underpin SOS's advocacy efforts by educating different communities about suicide prevention in Singapore and equipping all attendees with practical skills and providing resources for support. To streamline all educational efforts in suicide prevention, we consolidated our Community Development and Training & Development teams into the Samaritans of Singapore Academy (SOSA), creating a single, dedicated training arm of SOS to elevate our workshop delivery and programme design.

"It was 2 good days of learning. It was one of the best training that I have ever attended. I have been going for training for years, but I find this one very practical, very helpful, very useful. Not simple, but at the same time will help us to connect and discover from the client more things... I think the Trainers were very competent, very helpful. The content, the delivery, even all the exercises... not too heavy...one of the best training I have ever been (to)."

Mr Shani Perera
Assistant Care Manager,
Anglican CREST (PEACE-Connect)

SOSA receives customised training requests from different entities such as government bodies and ministries, social service agencies, religious bodies, grassroots and corporations. Our ability to provide contextualised and local case scenarios makes our training highly authentic and relevant to the real-life workplace setting.



Guest Trainer Dr Jared Ng (Medical Director/Senior Consultant/Psychiatrist), training 26 Polyclinic nurses on suicide risk assessment, 9-10 Jan 2025

In FY2024/2025, we held 165 professional and community training sessions that trained more than 3,400 participants, drawing both members of the public and social service practitioners.

As a freshly minted training arm, SOSA has built on the foundations laid by our previous teams, actively engaging and collaborating with stakeholders and partners to establish and uphold rigorous training delivery standards.

Professional Training

June 2024: A Registered Training Provider (RTP) approved by SSG

SOSA became an approved Registered Training Provider (RTP) under Skillsfuture Singapore (SSG) on 04 June 2024, allowing SOSA to offer training and courses that are eligible for SSG-funding. To be a recognise RTP, SOSA has met specific eligibility criteria, including its capability to deliver high-quality training that adheres to SSG's terms and conditions and meets industry performance standards.

October 2024: Completion of Training Network Model 2.0

In 2022, the Training Network Model 2.0 (TNM2.0) partnership with Social Service Institute (SSI) was instrumental in establishing SOSA as an RTP and Centre of Excellence for training. SSI supported SOSA in three key areas of capability building, courseware development, and training management. These enabled SOSA to deliver quality suicide prevention and intervention training to the sector. The partnership concluded on 21 Oct 2024 and has laid a strong foundation for SOSA's continued work in this area.

February 2025: A Recognised Learning Institute (LI) under the AIC Learning Network



SOSA became one of the 13 Training Providers appointed as a recognised Learning Institute (LI) under the Agency for Integrated Care (AIC) Learning Network with effect from 1 July 2025. We have been entrusted to offer tiered courses to train and upskill the Community Care Sector with suicide prevention and intervention knowledge and skills.

SOSA was also appointed as the Lead LI for 'Mental Health', responsible for managing assigned stackable training roadmap(s) and identifying suitable courses to enhance the adopted roadmap (or 'Certificate of Accomplishment in Suicide Intervention').

This ensures continuous learning opportunities for learners in the Community Care Sector to specialise in the subject. SOSA's role as a Lead LI also involves leveraging relevant courses offered by other LIs within the same domain or topic.

Community Training

Into its third year as a funded programme by our partner Tote Board, the Be A Samaritan (BAS) programme continues to equip the wider community with foundational skills and knowledge to be a community respondent to anyone facing a suicide crisis.



In FY24/25, 121 runs of BAS programme were conducted for more than 2,300 participants.

In the same year, the BAS Train-the-trainer (TTT) programme and BAS Junior were also launched to increase the reach of the programme.

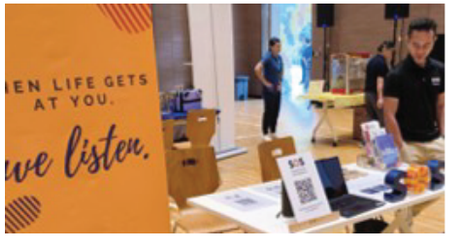
The BAS TTT programme equips selected individuals—such as managers, team leads, peer support leaders, and counsellors—in workplaces or schools to effectively implement the BAS programme within their own settings.

By empowering these communities, the BAS programme is able to scale sustainably and meaningfully, strengthening Singapore's community support network.

Empowering youths with knowledge and self-awareness was a key deciding factor in creating the BAS Junior programme.

Designed for youth aged 13-16, the programme aims to equip young individuals to make a positive impact within their communities by understanding and addressing challenges related to suicide.

Even though it is currently in its initial stages, BAS Junior and BAS TTT have successfully supported more than 180 participants across 9 runs.



Overview

Programmes	Number of Runs	Number of Organisations	Number of Participants (Pax)
BAS	121	64	2,354
BAS TTT	4	3	27
BAS Junior/Mindful Bytes	5	5	159
Booths/Outreach	4	4	1,330

Feedback

100% of participants agreed that the training was highly useful in preparing first responders to manage a suicide crisis... key skills that are beneficial not only in the context of suicide intervention ... emphasized the importance of maintaining our own well-being by fostering awareness of personal boundaries... aligned with our mission to promote mental health awareness and support... wholeheartedly recommend BAS training to any organisation focused on enhancing the mental health and safety of their community.

Ms Samantha Foo
Deputy Head, Programmes at Resilience Collective

We can confidently say that the experience far surpassed our expectations... also left with a true desire to make a difference.

Mr Teck Lee
People's Association (Limbang)

Covering vital areas such as suicide prevention... creating a safe space for our staff to ask questions and participate openly. Empowered our team with the confidence to offer support when it's needed most.

Ms Grace Teo, Senior Manager,
People Development & Culture at Mandai Wildlife Group

Innovation & Research

In pursuit of SOS's Vision 2030 to be the Centre of Excellence, our Innovation & Research (I&R) department aims to leverage innovative technology and data analytics to enhance mission impact, and develop evidence-based practices and optimize knowledge management to ensure future readiness.

There are 3 key thrusts of I&R:

1 Steer Organisation Capability Building Efforts

- Gatekeep and prioritise projects to ensure effective resource allocation for programmes and services.
- Support project teams in their implementation journeys to ensure alignment to strategic plans.
- Establish impact measurement matrix across all key functions.

2 Advance Suicide Prevention Research

- Investigate emerging trends (in Singapore and beyond)
- Measure impact of programmes and services to adapt to evolving service users' needs.
- Provide expert findings to promote trauma-informed suicide prevention practices.



3 Develop and Test Innovative Interventions

- Design data-driven and pioneering suicide prevention programmes, technologies, and interventions.
- Proliferate evidence-based scalable/wraparound client-centric solutions tailored to various communities and demographics.

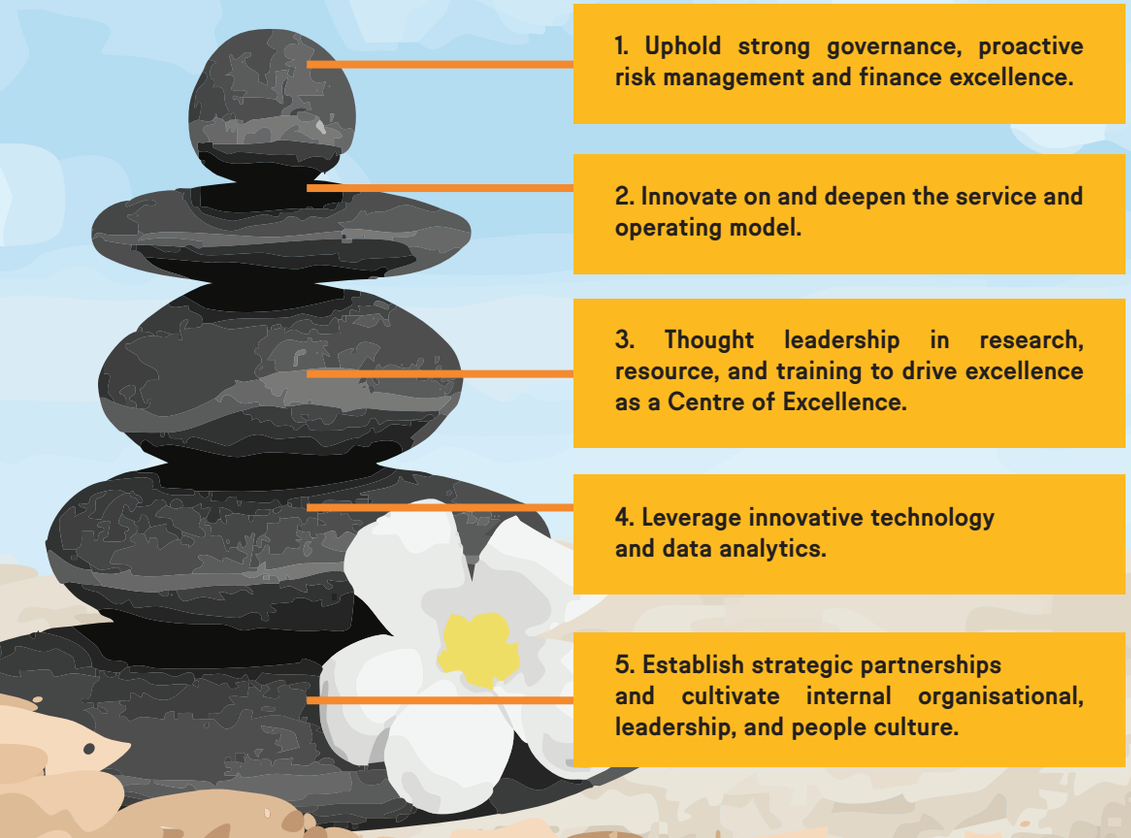
New initiatives/Research areas

Project	Description
Evaluation of Be a Samaritan Programme	I&R has partnered with Professor Daniel Lim to conduct a programme evaluation of BAS. SOSA, I&R and Professor Daniel Lim are working together to design a mixed-methods research study to evaluate the effectiveness of BAS as suicide gatekeeper community training. I&R intends to continue working together with SOSA to build up the evidence-based supporting our training programmes.
Better.sg	I&R has partnered with better.sg for their Volunteer Tech Officer (VTO) programme which is a 6-month attachment with an experienced data viz professional. The joint project was meant to support VM in creating a data dashboard on Power BI that tracks training progress. There will also be a hands-on workshop data analytics and Power BI for other internal stakeholders who are involved with training and may benefit from the dashboard. I&R plans to embark on more Power BI projects in the future to support each department's tracking of relevant measures.
Programme Evaluation of Light in the Dark	I&R has concluded a programme evaluation study of Light in the Dark support group with the Crisis team leads from Client Care. The results will be presented at the upcoming Singapore Mental Health Conference in July 2025.
Process Evaluation of Men's Support Group	I&R has completed a process evaluation of the newly formed Men's Support Group for Suicide Loss with the LOSS team leads from Client Care.
TOC Workshops	I&R has conducted two workshops on Theory of Change (ToC) & Logic Model (LM) with Client Care department in May 2025. Subsequent workshops will be arranged with all relevant departments to conceptualise working ToC and LM.

Updates on existing projects (within FY24/25)

Project	Description
NUS Master of Public Health Students	From January to April 2025, a group of Master of Public Health (MPH) students from the Saw Swee Hock School of Public Health conducted a programme evaluation on SOS's crisis services, hotline and CareText. They had recommendations to improve the service quality of our crisis services.
Death Admin Matters Study	I&R presented at the Grief and Bereavement Conference in November 2024. She shared the cross-departmental project, Death Admin Matters study.
Global Mental Health Symposium	In March 2025, I&R presented a poster at the Global Mental Health Symposium, sharing an evaluation study on CareText's perceived effectiveness among service users.

5 Strategic Priorities to guide us towards 2030:



1. Uphold strong governance, proactive risk management and finance excellence.

2. Innovate on and deepen the service and operating model.

3. Thought leadership in research, resource, and training to drive excellence as a Centre of Excellence.

4. Leverage innovative technology and data analytics.

5. Establish strategic partnerships and cultivate internal organisational, leadership, and people culture.

The Year Ahead

As we look to the year ahead, Samaritans of Singapore Limited (SOS) is dedicated to advancing our mission of suicide prevention and vision for 2030: to be the Centre of Excellence in suicide prevention. We will focus on three key areas: best in class practices and processes, resource stability and governance, as well as human capital development.

Best in Class Practices & Processes

SOS is committed to continuously elevating evidence-based practice and operational excellence across our crisis intervention, volunteer management and service delivery processes. Through strategic use of data analytics, digital innovation, partnerships with academic and sector stakeholders, as well as robust quality assurance, SOS will position itself as the exemplar of industry standards and drive sector-wide improvements in suicide prevention and mental health.

Resource Stability and Governance

To ensure long-term impact, SOS is shaping a future grounded in resilience, sustainability, and trust. We are committed to strengthening our financial foundations through diversified revenue streams through grants, matching funds programmes, and dynamic fundraising events that unite supporters and raise awareness of suicide prevention (see table). Coupled with strategic resource allocation and robust governance, we strive to ensure efficiency and transparency in all operations.

Human Capital Development

Recognising people as its greatest asset, SOS aims to transform our workforce capability through development programmes and wellbeing initiatives. We will introduce structured training pathways, competency frameworks and leadership development programmes, alongside regular feedback and mentoring to cultivate a skilled, mission-aligned cohort. By embedding a culture of learning, recognition and support, we will ensure our people are equipped, sustained and inspired to deliver compassionate, high-quality support to our clients.

Financial Year 25/26 Fundraising Campaigns

Date	Campaign	Overview	Target
07 April to 31 July 2025	Stories and Symphonies of Hope	A joint initiative between Samaritans of Singapore (SOS) and Singapore Symphony Orchestra (SSO) aimed at fostering open conversations around mental well-being, leveraging the power of music to connect with the community.	$250,000
21 April to 31 October 2025	Spark the Change Fest 2025	SOS's annual signature fundraising and advocacy event aimed at bringing the community together to dismantle the silence and break the stigma around suicide.	$600,000
15 August to 30 November 2025	WSPD 2025	In conjunction with World Suicide Prevention Day, a digital campaign to drive awareness and encourage open conversations on the topic of suicide.	$275,000
25 July to 31 December 2025	ChariTrees 2025	Annual Christmas Campaign targeted at individuals and corporate partners.	$300,000

Corporate Information

Samaritans of Singapore Limited ("SOS" or the "Company") is incorporated on 23 December 2022 as a Company Limited by Guarantee to take over all operations previously managed by Samaritan of Singapore (the "Society"). The transition from the Society to the Company was completed on 1 April 2023. Our mission remains the same - to be an available lifeline to anyone in crisis.

On 21 July 2023, the members passed a resolution to dissolve the Society. The dissolution was successfully completed on 11 November 2023.

Samaritans of Singapore Limited

UEN	202245684D
Date of Incorporation	23 December 2022
Type of Entity	Company Limited by Guarantee
Charity Registration Date	14 February 2023
IPC Status	2 March 2025 (last renewal approved with validity till 1 March 2027)
Registered address	Block 10 Cantonment Close, #01-01 Multi Storey Car Park, Singapore 080010
Governing Instrument	Constitution
External Auditor	Helmi Talib LLP
Internal Auditor	Baker Tilly Consultancy (Singapore) Pte Ltd
Main Banker	DBS Bank Limited

Samaritans of Singapore

UEN	S69SS074D
Date of Incorporation	29 July 1969
Type of Entity	Society
Charity Registration Date	26 September 1983
IPC Status	1 April 2022 till 31 December 2024 (Following its dissolution on 11 November 2023, the IPC status effectively ceased from that date)
Registered address	Block 10 Cantonment Close, #01-01 Multi Storey Car Park, Singapore 080010
Governing Instrument	Constitution
External Auditor	PG Wee Partnership LLP
Main Banker	DBS Bank Limited
Dissolution Date	11 November 2023

Membership(s):
Befrienders Worldwide (BW)
International Association for Suicide Prevention (IASP)
National Council of Social Service (NCSS)
WorkWell Leaders (WWL)

Clinical Adviser
Dr Tan Sheng Neng
Consultant Psychiatrist
Tan Chue Tin Clinic Pte Ltd (Paragon Medical Centre)
The Safety Net

Legal Advisers
Mr S. Sivanesan
Senior Partner
Dentons Rodyk & Davidson LLP



Corporate & Organisation Structures

As of 31 March 2025

Corporate Structure

Patrons
Mr Lawrence Wong
Prime Minister and Minister for Finance

Dr Janil Puthucheary
Senior Minister of State, Ministry of Education &
Ministry of Sustainability and the Environment

BOARD

Chief Executive Officer

Board Committee
Audit and Risk Committee
Fundraising Committee
Governance and Nominating Committee
Human Resources Committee
IT Committee
Programmes, Services and Research Committee
Strategic Planning Committee

Organisation Structure

Chief Executive Officer

Client Centric
- Crisis Support
- Client Care
- SOS Academy

Strategic Capability Development
- Innovation & Research
- Volunteer Management
- Advancement & Planning

Corporate Services
- Corporate Finance & Compliance
- Information Technology
- Organisation Development & Human Resources

Board of Directors

(As of 31st March 2025)



Chairman

Mr Faes Roel Henricus Franciscus Maria

Mr Roel Faes has over 30 years of experience across financial services, information technology, and telecommunications. He currently serves as Senior Vice President, Regulatory Interaction Analyst at Citibank, based in Singapore. Prior to joining Citi, Roel held various leadership roles at Ericsson, working across Asia and Europe. Outside of his corporate career, he also volunteered with Befrienders in Malaysia for 5 years.



Vice-Chairman

Mr Tan Kwang Cheak

Mr Tan Kwang Cheak is currently the Chief Executive Officer of Singapore Cancer Society. He has spent over two and a half decades in the public, private and non-profit sectors in Singapore. Kwang Cheak was previously the Chief Executive Officer of the Agency for Integrated Care under the Singapore Ministry of Health. He has also served on various national and Ministry level committees and councils. He is also a certified Institute of HR Professionals (IHRP) Master Professional, the pinnacle recognition for top HR leaders in Singapore.



Treasurer

Mr Michael Wolfe

Mr Michael Wolfe brings more than 25 years of financial expertise to SOS. He is currently a Finance Consultant at Marex, following a distinguished 20-year tenure at Deutsche Bank, where he advanced to the role of APAC Finance Director for Treasury. In addition to his professional role, Michael supports the community through his volunteer work with Radin Mas Community Club, delivering meals and checking in on the wellbeing of elderly residents.



Ms Sharon Siah Chek Hoon

Ms Sharon Siah has over 20 years of experience in the various corporate finance and accounting capacities that she has undertaken. She is currently the Operations Finance Director at L'Oreal Singapore. Prior to joining L'Oreal, she was the APAC CFO at JUUL Labs. Beyond her contributions to SOS, Sharon had also volunteered her time at AWARE and Aidha.



Ms Nancy Ng

Ms Nancy Ng began her social work career as a counsellor with the Singapore Armed Forces (SAF) Counselling Center, and completed her Master's in Social Work. Following which, she worked with Yup'ik Eskimo communities in Alaska as a school social worker. She was involved in policy work at the Rehabilitation and Protection Division, appointed Chief Probation Officer at the Ministry of Social and Family Development, and became the Director-General of Social Welfare in 2012. She had taken roles as the Director of Central Youth Guidance and teaching at the Singapore University of Social Sciences (SUSS) and now works in the Family Support Division.



Dr Francis Pavri

Dr. Francis Pavri currently lectures in Business, Government and Society at the Singapore Management University (SMU). Prior to joining SMU, he spent over 20 years at the National University of Singapore (NUS), where he taught a wide range of subjects, from Statistics to Accounting. His extensive academic experience enables him to bring diverse perspectives to the SOS Board, where he previously served in the 1990s and has since returned to contribute once again. Beyond his involvement with SOS, Dr. Francis has also served as a Committee Member of the NUS Society and volunteered as a Senior Guide at the Science Centre.



Dr Mariam Aljunied

Dr Mariam Aljunied is a Chartered Psychologist and Associate Fellow of the British Psychological Society, with more than 26 years' experience in providing professional advice and consultancy to educational institutions, social service agencies and families in Singapore. She is actively involved in several social service organisations in Singapore, including the National Council of Social Services, and is concurrently a Research Associate with the University College London (UCL), and an adjunct associate professor in Psychology Dept of National University Singapore and Office of Education Research in National Institute of Education (NIE), Nanyang Technological University (NTU).



Dr Ong Geok Chwee

Dr Ong Geok Chwee has over 25 years of experience in the information and communications industry. She currently serves as the Chief Executive Officer of Bridge Mobile Pte Ltd. Prior to this role, she held various leadership positions at StarHub and Singtel. In addition to her professional career, Dr. Geok Chwee serves on the Board of Society for the Aged Sick.



Mr Christopher Mark Galea

Mr Chris Galea is the Founder of The Lighthouse Coaching and faculty member at The School of Positive Psychology. Prior to that, he has been in senior management roles in the advertising, communication and marketing industry, taking on a range of international leadership positions with various companies including TBWA Worldwide as one of its Worldwide Managing Directors.



Ms Cynthia Lee

Ms Cynthia Lee has more than 30 years of HR delivery experience supporting organisation growth and transformation. This includes the banking, manufacturing, retail and trading as well as the public sector. She is currently serving as a Chief Human Resource Officer, Khoo Teck Puat Hospital and Yishun Community Hospital.



Dr Jared Ng

Dr Jared Ng is a psychiatrist and senior consultant in private practice. He was the founding chief of the Department of Emergency and Crisis Care at the Institute of Mental Health (IMH). Prior to IMH, he served as a military psychiatrist for the Singapore Armed Forces. Dr. Jared holds a Master of Public Health from Harvard University, focusing on health and social behaviour. He teaches at the LKC School of Medicine and volunteers with several organisations such as Ministry of Social and Family Development, Singapore International Foundation, Care Corner IJ Schools Board of Management and MigrantWell. His interests include the public health approaches to mental health and suicide prevention.

Committees

(As of 31st March 2025)

Audit & Risk Committee		Meeting Attendance
Mr Ow Khai Hoong	**Chairman** (Appointed on 1 Aug 2024) **Member**	4/4
Ms Chan Lie Leng	**Co-Chairman**	4/4
Ms Ng Wee Chew	**Member**	4/4
Ms Jennifer Duong Young	**Member**	4/4
Ms Sharon Siak Chek Hoon	**Member** (Appointed on 1 Nov 2024)	2/4

Fundraising Committee		Meeting Attendance
Mr Saugato Banerjee	**Chairman** (Appointed on 1 Nov 2024) **Member**	6/6
Mr Melvin Ang Ming Jun	**Vice-Chairman**	2/6
Ms Isobel Rosemary Barclay	**Member**	3/6
Ms Lee Sook Fung	**Member** (Appointed on 25 Nov 2024)	3/3
Ms Valerie Chew	**Member** (Appointed on 9 Dec 2024)	3/3

Governance & Nominating Committee		Meeting Attendance
Mr Christopher Mark Galea	**Chairman** (Appointed on 1 Apr 2024)	4/4
Ms Ang Ai Nee	**Member**	3/4
Ms Catherine Chew Gek Choo	**Member**	2/4
Mr Elvin Too Chien Kuoh	**Member**	3/4
Ms Lim Suu Kuan	**Member**	4/4
Ms Toh Hooi Min	**Member** (Appointed on 1 Jul 2024)	2/2
Ms Lee Sook Fung	**Member** (Appointed on 1 Dec 2024)	1/1

Human Resources Committee		Meeting Attendance
Ms Lee Hu Gek Cynthia	**Chairman**	4/4
Mr Marcus Heng Chiang Huat	**Member**	4/4
Mr Edmund Chan	**Member**	4/4
Mr Tan Kwang Cheak	**Member**	2/4

IT Committee		Meeting Attendance
Dr Ong Geok Chwee	**Chairman**	5/5
Mr Lee Jun Kiat	**Member**	5/5
Mr Christopher Lim	**Member**	5/5
Mr Tan Tiew Hin	**Member**	4/5
Ms Britta Coombes	**Member**	4/5
Ms Ang Hwee Hwee	**Member**	4/5

Programmes, Services, Research Committee		Meeting Attendance
Dr Jared Ng	**Chairman** (Appointed on 1 Oct 2024) **Co-Chairman** **Member**	3/3
Ms Ong Sian Tjoe	**Member**	3/3
Dr Chua Wei Bin	**Member**	2/3
Mr Phua Chun Yat	**Member** (Appointed on 1 Feb 2025)	N.A.

To reflect the expanded scope of roles and responsibilities, the committee was renamed from Programmes and Services Committee to Programmes, Services & Research Committee.

Strategic Planning Committee		Meeting Attendance
Ms Ng Nancy	**Chairman**	5/5
Mr Phua Chun Yat	**Co-Chairman**	4/5
Mr Chia Boon Kiat	**Member**	5/5
Mr Madanjit Singh	**Member**	3/5
Mr Cho Ming Xiu	**Member**	5/5
Ms Heline Lim	**Member**	4/5
Mr Jacques Al-Sayed	**Member**	4/5

Senior Management Team

Mr Gasper Tan Peck Leong
Chief Executive Officer
Appointed since 16 September 2019

Mr Jackson Tan (Joined on 03 February 2025)
Director, Crisis Care Services

Ms Goh Lay Kwan
Director, Advancement & Planning

Ms Charlene Heng
Deputy Director, SOS Academy

Mr Jeffrey Tay
Deputy Director, Volunteer Management

Ms Pang Chin Lee
Deputy Director, Corporate Finance & Compliance

Ms Phoebe Low (Joined on 02 July 2024)
Deputy Director, Organisation Development & Human Resources

About our Chief Executive Officer

Mr Gasper Tan Peck Leong
Appointed since 16 September 2019



Gasper Tan is the Chief Executive Officer of Samaritans of Singapore (SOS). With more than three decades of leadership experience across start-ups, corporates, multinationals and non-profits, Gasper is known for his strategic mindset, grounded leadership, and deep commitment to social impact.

His passion for mental health and community well-being extends beyond SOS. Gasper actively contributes to national efforts that shape policy and systems change, including serving on the Beyond COVID-19 Taskforce, Inter-agency Mental Health Taskforce, Youth Crisis Facility Taskforce, and the Beyond the Label Steering Committee.

He also lends his support to youth development as a member of a secondary school advisory committee and serves as an independent director on commercial boards. A strong believer in collective action, Gasper always strives to build partnerships that empower communities, support vulnerable groups, and drive meaningful change across sectors.

A. BOARD GOVERNANCE & OVERSIGHT

Role of the Governing Board
SOS is governed by a Board of Directors (the "Board") comprising professionals with diverse expertise and backgrounds. The Board provides strategic direction and oversight of SOS's programmes and objectives and works closely with the Management to steer the organisation towards achieving its vision and mission through good governance.

The Board's responsibilities, as outlined in its Terms of Reference, include:

Strategic Direction: Provide guidance and approval on SOS's strategic plan developed by Management, with regular reviews to ensure alignment with organisation goals.

Governance and Risk Oversight: Uphold strong governance by approving key policies, overseeing risk management, ensuring effective internal controls and compliance with regulatory requirements.

Financial Stewardship: Approve financial policies, budgets, and investment strategies; monitor financial performance and reserve adequacy to ensure long-term sustainability; and ensure financial reports are presented fairly and transparently.

Programmes and Services Oversight: Oversee the development, implementation, and evaluation of programmes and services to ensure alignment with SOS's mission and objectives.

Fund-raising Oversight: Review and approve fund-raising strategies, ensuring efforts are ethical, transparent, and sustainable.

Human Resource and Leadership: Support CEO appointment and appraisal, approve HR and volunteer policies, ensure staff welfare and fair remuneration practices, and uphold ethical conduct and conflict of interest declarations.

Advocacy and Stakeholder Engagement: Promote SOS's mission, foster partnerships, ensure effective stakeholder communication, and uphold transparency and accountability to build public trust.

Nomination and Appointment
The Board is supported by the Governance and Nominating Committee (GNC) in overseeing the nomination, selection, and succession planning for Board and Committee members. The GNC uses a Board Competency Map adapted from the Board Information Guide for Charities and guidelines provided by the Singapore Institute of Directors to identify gaps and ensure balanced representation. Board candidates are sourced through various network and channels. Due diligence, including reference and background checks are conducted before making recommendations for Board approval.

Composition, Induction and Training
As prescribed in the Constitution, the Board shall consist of no more than 12 members. At the end of the financial year, the Board comprised 11 Directors.

Newly appointed Board and Committee members attend an onboarding programme that is designed to familiarise them with SOS programmes and services, core values, strategic directions and governance practices. They are invited to participate in various organisation activities and training programme to get to know SOS and have a better appreciation of the needs and work involved. SOS also supports new and existing Board members to attend training conducted by external parties relevant to their roles.

Term of Office
Each term of office of any director is not more than two years. All directors submit themselves for re-nomination and re-appointment at least once every two years. Based on the Constitution, a director shall not serve more than three consecutive terms or 6 years, while the Treasurer shall not hold office for more than two consecutive terms or 4 years. Such Board Directors are eligible for re-nomination and re-appointment after a lapse of at least 2 years.

Under the Constitution, the years or term(s) of service as a Board member of the Samaritans of Singapore (the Society) prior to the incorporation of the Company shall be deemed to be included in the calculation of the number of years in office of such Board member or the term of such Board member or both, as the case may be. Notwithstanding this, the appointment of a director to whom this paragraph applies may be extended by way of special resolution of the Members and the reasons for such extended period in office is disclosed in the annual report.

As at end of the financial year, none of the 11 Directors had exceeded six consecutive years of service.

Board's Performance and Evaluation
The Board conducts an annual review of its collective performance in conjunction with its assessment of the organisation's strategic plan outcomes. In addition, a formal board effectiveness evaluation is conducted once every two years, benchmarked against other organisations.

Over the last two years, the Board has utilised BoardPulse- a tool based on the Effective Non-Profit Board Framework developed by the National Volunteer & Philanthropy Centre (NVPC) – to assess its effectiveness. The evaluation covers key governance areas, including board composition, organisation culture, mission and strategic direction, programme oversight, financial oversight, funding, organisation performance and impact.

Individual directors are also encouraged to reflect annually on their contributions to the Board and the organisation. On a regular basis, they are also invited to provide feedback on future roles, training needs, and areas for future improvement.

The Board worked with a consultant on the summary of findings and collectively developed action plans to address areas for improvement.

Board Meetings and Attendance
Under its Constitution, the Board is required to convene a minimum of six meetings each year. During the financial year, a total of eight meetings were held.

To ensure meaningful participation and effective deliberation, all meetings are planned and scheduled in advance, with meeting materials circulated to directors prior to each meeting.

The following table set out the details of Board of Directors and their respective attendance during the financial year:

Name	Designation	Date Assumed Position	Date of First Appointment	Board Meeting Attendance
Mr Roel Faes	Chairman	21 Aug 2024	23 Jul 2021**	8/8
Mr Tan Kwang Cheak	Vice-Chairman	21 Aug 2024	01 Apr 2024	6/8
Mr Wolfe Michael David	Treasurer	21 Aug 2024	21 Aug 2024	5/5
Ms Sharon Siah Chek Hoon	Director	29 Sep 2019	29 Sep 2019**	7/8
Ms Ng Nancy	Director	01 Oct 2019	01 Oct 2019**	8/8
Dr Francis Neville Pavri	Director	23 Jul 2021	23 Jul 2021**	7/8
Dr Mariam Aljunied	Director	01 Sep 2021	01 Sep 2021**	7/8
Dr Ong Geok Chwee	Director	01 Dec 2023	01 Dec 2023	6/8
Mr Christopher Mark Galea	Director	01 Dec 2023	01 Dec 2023	8/8
Ms Lee Hu Gek Cynthia	Director	01 Jan 2024	01 Jan 2024	7/8
Dr Jared Ng Wei Lik	Director	21 Aug 2024	21 Aug 2024	5/5

*** These individuals were appointed to the Board prior to the incorporation of the Company, during the time when it operated as Samaritans of Singapore (the "Society"). In accordance with the Constitution of the Company, their years or terms of service from the date of their original appointment under the Society are deemed to form part of their service tenure with the Company.*

Disclosure of Remuneration and Benefits received by Board Members
All Board members serve on a voluntary basis and did not receive any remuneration or benefits for their services during the financial year.

B. ROLES & RESPONSIBILITIES OF BOARD COMMITTEES

To support effective governance and oversight, the Board is assisted by seven committees in the execution of its duties. Each committee comprises members with relevant skills and experience and operates in accordance with its terms of reference (TOR) approved by the Board.

The TORs of Committees are reviewed by the Governance and Nominating Committee (GNC) at least once every two years to ensure continued relevance and alignment with the organisation's governance needs. Below are the key standard terms that apply across all Committees:

- Each Committee shall comprise a minimum of three (3) and a maximum of nine (9) members, including the Committee Chair.
- The term of office for the Committee Chair and members is two years. Members may serve up to a maximum of three (3) consecutive term or six years, with any extension subject to Board approval.
- Committees shall meet at least four (4) times per year, preferably on a quarterly basis. Members are required to attend at least 50% of the meetings annually to be eligible for reappointment.
- All Committee members serve on a voluntary basis and do not receive any remuneration for their services.

The key roles and responsibilities of each Committees are summarised below:

Audit and Risk Committee
- Review financial statements, accounting policies, and significant reporting issues for accuracy and transparency.
- Oversee internal control systems, including risk management, fraud detection, and whistleblowing.
- Manage auditor appointment, evaluate independence, approve audit scope, and review audit findings.
- Recommend internal audit requirements, approve plans, and review management responses.
- Review related party transactions and assess conflict of interest matters.
- Review impropriety report and ensure appropriate investigation or escalation.

Fundraising Committee
- Advise the Board on any fundraising matters.
- Develop, implement, monitor and evaluate fundraising strategy.
- Oversee fundraising activities and provide support for fundraising events.
- Assist the Board in managing interactions with donors, obtaining funds or in-kind services, thanking sponsors/donors.

Governance and Nominating Committee
- Oversee corporate governance practices, principles, guidelines, policies, and matters related to integrity and ethics.
- Oversee nomination of candidates for appointment to the Board.
- Oversee composition, including succession planning of the Board.
- Conduct annual self-evaluation of the Board's performance.

Human Resources Committee
- Oversee and provide guidance on human resource strategies, policies, compensation and benefit schemes.
- Oversee and provide guidance on the "Volunteer Management Governance Framework" and policies for SOS volunteers.
- Inform the Board of the recommended changes by the Management team to the compensation and benefits framework, career development programmes, strategy and other significant changes to policies relating to employees or volunteers before implementation.
- Gather inputs from the Board on Chief Executive Officer's performance and recommend to the Chairman for approval on matters related to the Chief Executive Officer's compensation and benefits.

IT Committee
- Provide subject matter support in defining strategies and tactics in the area of information technology to the Board and Chief Executive Officer.
- Ensure continual functioning of IT and telecommunication infrastructure and relevant applications.

Programme, Services and Research Committee

- Oversee new programme development.
- Monitor and assess outcomes of existing programmes to ensure alignment with the vision, mission and objectives of the organisation.
- Actively participate in new initiatives and ascertain relevance of existing programmes.
- Provide guidance in the development of service delivery mechanisms.
- Initiate and guide programme evaluations.
- Determine the priority of a list of programmes to reflect the priority of the organisation and availability of resources.
- Develop effective procedures and resources for new programme initiation and existing programme evaluation.

Strategic Planning Committee

- Identify strategies that will help SOS move towards the vision.
- Provide oversight of the key priorities of the Strategic Plan to ensure their relevance, timeliness and that they are appropriately resourced.

C. KEY DISCLOSURES, POLICIES AND PRACTICES

Code of Conduct

All members of the Board and its Committees, staff, and volunteers are expected to uphold SOS's Code of Conduct throughout their tenure with the organisation. This Code is anchored in our core values of Respect, Accountability, Collaboration, and Innovation.

Conflict of Interest Policy

SOS has in place Conflict of Interest Policy and operating procedures to avoid and manage situations of actual or perceived conflicts of interest. The policy is read and acknowledged by each Member of the Board, Committees, staff upon appointment or employment and annually thereafter as an acknowledgement of having understood the policy. In the event a conflict of interest situation arises, full disclosure must be made, and the interested member must abstain from any discussion and decision on the matter.

Disclosure and Transparency

SOS makes available to its stakeholders an annual report that includes information on its programmes, activities, services, audited financial statements, governance, Board directors, Committee members, and the management team. The annual report is also published on SOS's website.

There were no paid staff who were close members of the family of Chief Executive Officer or Board Directors, and whose remuneration each exceeded $50,000 during the financial year.

No staff were involved in setting their own remuneration nor serves on the Board.

For the financial year, the annual remuneration (comprising of salaries, bonuses, allowance and employer's contributions to Central Provident Fund) of the three highest paid staff is disclosed as follows:

	2025	2024
$100,000 to $200,000	2	2
$200,001 to $300,000	-	-
$300,001 to $400,000	1	1

Financial Management

SOS has established comprehensive financial policies and procedures to ensure sound financial management, transparency, and accountability across the organisation. These policies cover key areas including procurement of goods and services, receipts, payments, fixed asset management, financial reporting, grant administration, and the delegation of authority. The delegation of authority is governed by an updated Master Authority Schedule (MAS), which clearly defines approval items, limits and responsibilities.

To support effective financial oversight, the Finance team holds monthly review meetings with the Chief Executive Officer and Treasurer to assess financial performance of the organisation against the approved budget, highlight variances, and identify emerging financial risks or developments that may affect SOS's financial health.

Ahead of each Board meeting, comprehensive financial reports are circulated to all Board members for review. At the meeting, the Treasurer provides an update on SOS's financial positions, offering insights into trends, key drivers, and any significant matters requiring attention.

The annual budget is prepared by the Finance team with inputs from all departmental managers. It is aligned at the senior management team and reviewed by the Treasurer prior to submission to the Board for approval.

Fundraising and Donation Management

SOS is committed to conducting all fundraising activities with the highest standards of integrity, transparency, and accountability. Our fundraising guidelines are aligned with best practices recommended by the National Council of Social Service (NCSS) and the Charity Council, ensuring that all activities are ethical and consistent with our mission and core values.

Each year, a fundraising target is set as part of the annual planning and budgeting exercise, and approved by the Board prior to the start of the financial year. The Fundraising Committee and management closely monitor the fundraising campaigns and events to ensure compliance with regulations and efficient fundraising cost ratios.

During the financial year, SOS organised **five** fundraising events. These efforts, alongside third-party fundraising initiatives, online donations, and other contributions, generated a total income of **$1,971,730.**

We place strong emphasis on the responsible management of donor contributions. All funds raised are used prudently to support SOS's programmes and services that directly benefit our beneficiaries. In line with cost-efficiency guidelines, total fundraising expenses are kept below 30% of the total gross receipts. SOS does not engage commercial fundraisers, ensuring that all funds raised are channelled directly towards our programmes and services.

SOS maintains strict confidentiality of all donor information and complies with the relevant data protection laws, reflecting our commitment to trust and integrity in every aspect of our fundraising practices.

Anti-Money Laundering and Countering the Financing of Terrorism

SOS has in place an Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) Policy & Procedures to guide staff in verifying the legitimacy of donations, particularly those exceeding defined thresholds, on a best-effort, to safeguard the organisation against abuse by money launderers or terrorist financiers.

Human Resources Management

SOS has a comprehensive Staff Handbook that outlines the organisation's mission, vision, policies, procedures, and code of conduct. This handbook serves as a key reference for staff and is regularly reviewed and updated to ensure relevance and alignment with regulatory and organisation developments.

To support a fair and progressive workplace, SOS has rolled out a new Flexible Work Arrangement Policy and enhanced its Grievance Policy to provide clearer resolution pathways and promote staff well-being.

All new employees undergo a structured orientation programme, which includes briefings on key governance areas such as procurement procedures, conflict of interest declarations, and internal controls. These topics are also revisited during periodic staff meetings to reinforce organisation expectations and compliance.

Investments

SOS adopts a prudent investment approach in line with its fiduciary responsibilities. As at the end of the financial year, SOS did not hold any investments apart from fixed deposit placements with the financial institutions approved by the Board.

The Management discusses potential investment opportunities with the Treasurer for preliminary consideration. Any proposal to invest in instruments beyond fixed deposits must be reviewed by the Treasurer and submitted to the Board for prior approval. This process ensures that all investment decisions are subject to appropriate governance, risk oversight, and alignment with the organisation's financial objectives and reserves policy.

Loans and Donations

In accordance with the Company's Constitution, SOS is prohibited from making loans or donations to external organisations. During the financial year, no loans were extended to any Board or Committee members, staff, volunteers, or any related parties. Likewise, no donations were made by SOS to any parties.

Personal Data Protection Act (PDPA)

SOS has implemented data protection policies to govern the collection, use, disclosure, and safeguarding of personal data, in compliance with Singapore's Personal Data Protection Act (PDPA) and relevant regulations. The organisation respects individuals' rights to access and correct their personal data and is committed to upholding data privacy and integrity.

The appointed Data Protection Officer (DPO) conducts regular reviews of operational processes to ensure continued compliance and to safeguard against data breaches or misuse. The DPO also ensures that staff receive appropriate compliance training to raise awareness of data protection responsibilities and promote good practices across the organisation.

Public Image

SOS is committed to keeping the public informed by regularly sharing updates on its programmes, initiatives, and developments through widely accessible media channels, both locally and internationally. These communication efforts aim to raise awareness on suicide prevention and enhance community engagement.

To maintain a consistent and trusted brand image among members, donors, and the wider public, SOS has established communication and media policies. These policies provide guidance on appropriate use of various communication platforms, stakeholder engagement, and the review and approval processes to ensure accurate and responsible messaging.

The Board is regularly updated on media coverage relating to SOS to ensure continued oversight of the organisation's public profile.

Reserve Policy

The company's accumulated reserves are made up of unrestricted and restricted funds. The purpose of the reserves is to provide long-term sustainability and ensure sufficient resources to support the continued development of the company's activities. The Board reviews the adequacy of the reserves periodically.

The company aims to maintain a reserve of 1.5 years of operating expenditure. The reserve ratio as of 31 March 2025 is 1.12.

Reserves are invested in Singapore dollar denominated fixed deposits with financial institutions in accordance with the investment policy as approved by the Board.

Risk Management and Internal Control

The Board is supported by the Audit and Risk Committee ("ARC") in overseeing the organisation's risk management and internal control framework. The ARC provides guidance to Management in strengthening internal processes and controls.

SOS adopts a proactive approach to risk management and has implemented Enterprise Risk Management (ERM) framework since 2021. Under this framework, the risk register of the organisation is regularly reviewed and updated to ensure that emerging risks are identified, evaluated, and managed timely and appropriately. Risk mitigation plans are developed by respective process owners and discussed at management meetings to enhance organisation awareness and responsiveness. The updated risk management documents are reviewed by the ARC and approved by the Board.

To strengthen its governance, enhance accountability and operational effectiveness, SOS engages professional internal audit firm to perform periodic and rotational audits of its operations and processes. The scope of each audit is determined by the ARC. Implementation of audit recommendations is closely monitored by the management team, and reported to ARC at each ARC meeting.

The ARC also meets annually with the external auditor to review statutory audit findings, discuss key audit matters and assess the organisation's financial reporting practices. As part of this process, a private session is held between the ARC and the external auditor without the presence of management, supporting objectivity and independence in the audit process.

Ahead of each board meeting, the management prepares and submit an update report on Risk and Compliance Matters for the Board's review. Significant matters will be highlighted and discussed during the meeting to ensure appropriate attention and oversight by the Board.

Strategic Planning and Organisation Development

SOS adopts a structured and forward-looking approach to strategic planning to ensure continued relevance, impact, and sustainability. A three-year Strategic Plan sets out the organisation's key priorities and initiatives, with progress reviewed every six months by the Strategic and Planning Committee (SPC) and reported to the Board.

Capacity and capability development, including workforce strengthening, governance enhancement, service and process improvements, digital adoption, and strategic partnerships, is embedded in both the Strategic and Annual Plans. These plans are reviewed and approved by the Board to ensure alignment with SOS's mission and long-term objectives.

Volunteer Management

To guide the recruitment, training, deployment, retention (including welfare and recognition), and discipline process of volunteers, SOS has put in place Volunteer Management Policies and Procedures. To further support knowledge sharing and promote consistent service delivery, SOS has introduced a Volunteer Handbook titled "The Samaritan Handbook".

SOS is recognised for its comprehensive and robust volunteer training programme. All new volunteers are required to undergo a structured, multi-phase training and supervision process to ensure they are well-prepared and competent before being deployed for service. In addition, SOS provides ongoing training and development opportunities to strengthen volunteer competencies and support the continuous advancement of their skills and roles within the organisation.

The Human Resource Committee assists the Board by overseeing and advising Management on the ongoing review and enhancement of volunteer management policies and the overall governance framework.

Whistle Blowing Policy

SOS maintains a whistle-blowing policy that enables individuals to raise concerns in confidence about suspected misconduct, fraud, ethical breaches, or control lapses within the organisation, without fear of retaliation.

The Audit and Risk Committee acts as an independent body to review and oversee the handling of all whistle-blowing reports.

Details of SOS's Whistle-Blowing Policy, including the reporting channels and investigation procedures, can be found on our website:
https://www.sos.org.sg/about/whistle-blowing-policy.

Annual General Meeting

The Annual General Meeting of the Company is held no later than August each year, which is within six months from the end of the financial year, ending on 31st March. All necessary documents such as Annual Returns and audited financial statements are filed with ACRA and the Commissioner of Charities as well as disclosed on the Charity Portal within six months of the financial year end.

D. ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) (FY2024/2025)

At Samaritans of Singapore Limited (SOS), our mission to support individuals in emotional crisis and prevent suicide is deeply grounded in compassion, integrity, and social responsibility. We recognise that sustainability is not peripheral to our purpose—it is essential to it, and our commitment to Environmental, Social, and Governance (ESG) practices reflects our dedication to responsible, ethical, and transparent operations.

This year's ESG report builds on past disclosures, highlighting new key initiatives implemented during the year and our forward-looking priorities as we continue to align our work with long-term impact and accountability.

Environmental Responsibility

While SOS operates primarily in the social service sector, we remain conscious of our environmental impact and are committed to minimising our footprint. The onset of the COVID-19 pandemic accelerated our transition to greener practices, and since 2020, SOS has embarked on a paperless journey that continues to evolve.

Internally, we have promoted energy-saving habits and environmentally responsible behaviours among staff, volunteers and training participants. We have also begun implementing practices that help us better understand and manage our environmental performance. Key initiatives implemented during the year include:

- Tracking electricity and water consumption to establish a baseline of SOS's environmental footprint. This data will support accountability and inform future improvements.

- Encouraging staff and training participants to bring their own reusable drinkware to reduce single-use plastic and paper waste.

- Printing only essential reports and materials on sustainably sourced paper, including our Annual Report.

- Promoting employee awareness on energy-saving actions, such as switching off unused electrical appliances and optimising air-conditioning use.

Social Impact

Our People

At SOS, our staff and volunteers, form the backbone of SOS's ability to deliver life-saving support. In the past year, we continued to foster a diverse, inclusive and supportive work environment. We actively track key workforce metrics, including:

- **Employee diversity** across gender and age groups;

- **Training and development** participation rates to ensure continuous learning; and

- **Employee turnover trends** to support workforce planning and retention strategies.

All employees received formal performance appraisals and had access to learning and development opportunities.

In support of work-life harmony, SOS implemented a **Flexible Work Arrangement (FWA) policy** during the year, in alignment with the Tripartite Guidelines on Flexible Work Arrangement Requests. This ensures employees have equitable access to flexible work options based on operational feasibility and individual needs. We also updated our **Employee Handbook** to reflect the latest employment practices, benefits, and policies, including those supporting mental wellbeing such as therapy care leave and psychological support resources.

Volunteers

The strength of our volunteer ecosystem is rooted in structured governance and continuous improvement. In the past year, we updated the **Volunteer Management Handbook** to enhance clarity on roles, expectations, and support systems for volunteers.

Volunteer Service Partners (VSPs) and Volunteer Representatives (VRs) initiatives are structured and collaborative frameworks aimed at strengthening the volunteer experience and ensuring excellence in service delivery. VSPs are made up of both staff and volunteers who play a key role in reviewing and shaping policies and procedures across the entire lifecycle of service-based volunteering. On the other hand, VRs are volunteers who work closely with staff and management to uphold service quality, sustainability, and address matters that impact the volunteer landscape within the SOS. Through regular meetings, structured tenure, and rigorous selection process, VSPs and VRs partner closely with the Volunteer Management (VM) team and SOS staff to ensure continuity, accountability, and a consistently high standard of volunteer support and engagement.

Sector Capability Building

Beyond our internal capacity building, SOS also contributed to capability development across the wider social service sector. Under the **Training Network Model 2.0,** we launched five SkillsFuture Singapore (SSG)-accredited courses designed to equip social service professionals and volunteers with key skills in suicide intervention, postvention, and managing crises via phone and text communication. These training efforts form part of our broader advocacy to build a more informed, prepared, and resilient community.

Strong Governance

SOS's governance framework is the foundation of our integrity, credibility, and long-term sustainability. In FY2024/25, we took deliberate steps to strengthen our governance practices through systematic reviews, robust internal controls, and clear accountability structures.

We reviewed and updated our Master Authority Schedule (MAS) to ensure clarity in decision-making responsibilities and operational control across departments. Additionally, a comprehensive review of organisation policies and procedures was conducted, covering critical areas such as whistle-blowing, cybersecurity, personal data protection, and enterprise risk management (ERM). Our ERM framework is reviewed and updated annually, ensuring it remains responsive to emerging risks and aligned with SOS's evolving priorities, including sustainability risks related to workforce wellbeing and resource mobilisation.

To promote continuous improvement and transparency, we conducted regular internal audits across procurement, fundraising, HR, compliance, and IT. These audits help to assess the effectiveness of our internal controls and reinforce our commitment to high operational standards.

Our Board of Directors remains deeply engaged, contributing more than 500 volunteer hours over the past year. The Board and its Committees also undertook a self-evaluation exercise to assess performance, identify areas for improvement, and enhance effectiveness in fulfilling oversight responsibilities.

In addition, we launched Project Shiva - an internal review initiative to enhance and align the Board Committees structure, roles and responsibilities with the organisation's current and future needs.

We are proud to have been recognised with the Charity Transparency Award for two consecutive years, affirming our strong governance practices and accountability to stakeholders.

Our Commitment

As we continue our ESG journey, we remain focused on making meaningful and sustained progress. Our goal is not only to measure and report impact, but to live out our values in how we care for the environment, support our people, and lead with integrity.

In the years ahead, we will deepen our environmental efforts by expanding data tracking across all operational sites. This will allow us to establish baselines for energy, water, and emissions intensity. Based on these insights, we aim to set practical reduction targets, adopt greener procurement practices, and introduce structured environmental education for staff and volunteers. These initiatives support our alignment with the national objectives outlined in the Singapore Green Plan 2030.

Our people remain central to our work. We are committed to strengthening employee engagement through structured feedback mechanisms and wellbeing indicators, while continuing to foster an inclusive and supportive workplace culture. For volunteers, we are enhancing retention and engagement through improved governance structures and support systems that reflect their essential contributions.

Beyond our organisation, we will continue to grow our public education and training outreach to build greater capability within the sector and a more informed community.

At the governance level, we are working to integrate ESG considerations more fully into Board oversight and strategic decision-making. We also plan to strengthen our cyber resilience and data governance frameworks in response to emerging digital risks, while continuing to refine our enterprise risk management system with greater attention to sustainability-related challenges such as workforce wellbeing and long-term resource mobilisation.

With each reporting cycle, we strengthen our ability to operate as a resilient, ethical, and sustainable organisation.

Governance Evaluation Checklist
1 April 2024 – 31 March 2025

SN	Call for Action	Code ID	Did the charity put this principle into action?
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.	1.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or desig nated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes

11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	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

Principle 4 : The charity serves its mission and achieves its objectives.			
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	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

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. 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
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

SAMARITANS OF SINGAPORE LIMITED

UEN Number: 202245684D

FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 MARCH 2025

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SAMARITANS OF SINGAPORE LIMITED
UEN Number: 202245684D

DIRECTORS' STATEMENT
For the financial year ended 31 March 2025

The directors present their statement together with the audited financial statements of Samaritans of Singapore Limited (the "Company") for the financial year ended 31 March 2025.

Samaritans of Singapore Limited (the "Company") is incorporated in Singapore on 23 December 2022 as a company limited by guarantee under the Companies Act, Cap. 37. The Company is established to take over all the operations that were previously managed by Samaritans of Singapore (the "Society"), which was incorporated on 29 July 1969 under the Societies Act 1966. During the financial period from 23 December 2022 (date of incorporation) to 31 March 2023, the Company was dormant. The transition from the Society to the Company was successfully completed on 1 April 2023.

1 OPINION OF THE DIRECTORS

In the opinion of the directors,

(a) the accompanying financial statements are drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act, Cap. 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2025 and of the financial performance, changes in funds and cash flows of the Company for the financial year then ended;

(b) the donation money have been used in accordance with the objectives of the Company as required under Regulation 11 of the Charities (Institution of a Public Character) Regulations;

(c) The Company has complied with Regulation 15 (Fund-raising expenses) of the Charities (Institution of a Public Character) Regulations;

(d) the accounting and other records required by the above regulations have been properly kept in accordance with the provisions of the Act and the Charities Act and Regulations; and

(e) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2 DIRECTORS

The directors of the Company in office at the date of this statement are:

Faes Roel Henricus Franciscus Maria	
Tan Kwang Cheak	(Appointed on 1 April 2024)
Wolfe Michael David	(Appointed on 21 August 2024)
Siah Chek Hoon	
Ng Nancy	
Pavri Neville	
Sharifah Mariam Bte Hussain Aljunied	
Ong Geok Chwee	
Christopher Mark Galea	
Lee Hu Gek Cynthia	
Ng Wei Lik Jared	(Appointed on 21 August 2024)
Kawal Pal Singh S/O Amarjit Singh	(Appointed on 2 April 2025)

3 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

4 OTHER MATTERS

As the Company is limited by guarantee and does not have a share capital, matters relating to the issue of shares, debentures or share options are not applicable.

5 AUDITOR

Helmi Talib LLP has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors,

Faes Roel Henricus Franciscus Maria
Director

Wolfe Michael David
Director

Date: 16 JUL 2025

Helmi Talib LLP
Registration No. (UEN): T20LL1986E

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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SAMARITANS OF SINGAPORE LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of SAMARITANS OF SINGAPORE LIMITED (the "Company"), which comprise the statement of financial position as at 31 March 2025, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of Companies Act 1967 (the "Act"), the Charities Act, Cap. 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs"), so as to give a true and fair view of the financial position of the Company as at 31 March 2025 and of the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matters

The financial statements of the Company for the financial year ended 31 March 2024 were audited by another firm of auditors who expressed an unmodified opinion on those statements on 26 June 2024.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Helmi Talib LLP is an accounting limited liability partnership registered in Singapore under the Limited Liability Partnerships Act 2005. Helmi Talib LLP is an independent member of Kreston Global, a global network of accounting firms, each of which is a separate and legal entity and as such has no liability for the acts or omissions of any other member firm.
Kreston Global is represented by more than 160 member firms across 114 countries worldwide with a significant presence in the Asia Pacific region including Australia, Bangladesh, Cambodia, China, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Pakistan, Singapore, South Korea, Taiwan, Thailand, Philippines, Vietnam, and other locations.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, the management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Act and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

(a) The Company has not used the donation moneys in accordance with its objective as required under Regulation 11 (Use of donations) of the Charities (Institutions of a Public Character) Regulations; and

(b) the Company has not complied with the requirements of Regulation 15 (Fund raising expenses) of the Charities (Institutions of a Public Character) Regulations.

HELMI TALIB LLP
Public Accountants and
Chartered Accountants

Singapore

Date: 16 JUL 2025

Partner-in-charge : Suriyati binti Mohamed Yusof
PA No. : 01627

SAMARITANS OF SINGAPORE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 March 2025

	Note	1 April 2024 to 31 March 2025 Unrestricted Fund $	Restricted Funds $	Total $	23 December 2022 to 31 March 2024 Total $
INCOME					
Funding					
- NCSS-ComChest		-	4,392,106	4,392,106	3,508,031
- TBSSF		-	286,392	286,392	1,094,995
- Tote Board		-	442,602	442,602	155,324
Other grants	6	655,750	246,454	902,204	560,320
Donations and sponsorship	7	1,965,819	318,500	2,284,319	1,106,541
Training income		312,789	50,135	362,924	185,293
Interest income		269,140	-	269,140	252,869
Wage credit income	9	47,247	-	47,247	1,803
Amortisation of deferred capital grants		3,520	18,822	22,342	5,275
Other income		5,771	38,701	44,472	20,537
Total income		3,260,036	5,793,712	9,053,748	6,890,988
LESS: EXPENDITURES					
Manpower expenses	10	1,680,046	5,048,268	6,728,314	5,503,625
Volunteer expenses		1,323	66,975	68,298	84,369
Professional expenses		45,571	27,572	73,143	78,243
Premises expense		117,771	121,490	239,261	94,101
IT and equipment expense		11,175	192,170	203,345	189,912
Communication expense		7,340	22,224	29,564	26,468
Training expenses		50,666	163,517	214,183	103,817
Publicity and education expenses		178,245	61,968	240,213	193,795
Fund raising and related expenses		245,134	-	245,134	153,509
Sponsorship-in-kind		21,322	-	21,322	128,785
Administrative expenses		6,835	64,472	71,307	79,726
Support costs	24	(914,818)	914,818	-	-
Depreciation of plant and equipment	13	29,676	233,999	263,675	267,160
Depreciation of right-of-use assets	14	17,647	25,675	43,322	54,299
Loss on write-off of plant and equipment		46,057	139,244	185,301	-
Gain on write-off of right-of-use assets		(406)	-	(406)	-
Finance costs	11	2,604	314	2,918	1,502
Total expenditures		1,546,188	7,082,706	8,628,894	6,959,311
Surplus/(deficit) for the financial year		1,713,848	(1,288,994)	424,854	(68,323)

The accompanying notes form an integral part of these financial statements.

SAMARITANS OF SINGAPORE LIMITED

STATEMENT OF FINANCIAL POSITION
As at 31 March 2025

	NOTE	2025 $	2024 $
Assets			
Current Assets			
Trade and other receivables	15	642,691	258,004
Deposits and prepayments	16	28,883	92,970
Cash and cash equivalents	17	10,152,598	8,973,108
Total current assets		10,824,172	9,324,082
Non-Current Assets			
Plant and equipment	13	491,486	815,084
Right-of-use assets	14	51,481	63,368
Total non-current assets		542,967	878,452
Total assets		11,367,139	10,202,534
Liabilities			
Current Liabilities			
Lease liabilities	14	18,452	29,260
Trade and other payables	18	1,067,075	420,490
Deferred income	19	486,381	369,883
Deferred capital grant	20	108,643	127,458
Total Current Liabilities		1,680,551	947,091
Non-current Liabilities			
Lease liabilities	14	10,501	4,210
Provision of restoration		50,000	50,000
		60,501	54,210
Total liabilities		1,741,052	1,001,301
Net assets		9,626,087	9,201,233
Funds			
Unrestricted Fund			
Accumulated funds	21	5,068,666	3,581,486
Restricted Funds			
Main Programme Reserves	22	3,260,651	3,777,149
LOSS Fund	22	874,038	1,073,836
CareText Fund	22	-	110,479
Be A Samaritan Fund	22	99,616	-
Anthony Yeo Memorial Fund	22	61,011	63,791
V Sellapan Family Fund	22	105,704	117,809
Healing Bridge Fund	22	12,739	16,193
Other Restricted funds	22.1	143,662	460,490
		4,557,421	5,619,747
Total funds		9,626,087	9,201,233

The accompanying notes form an integral part of these financial statements.

SAMARITANS OF SINGAPORE LIMITED

STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 March 2025

	Unrestricted Fund	Restricted Funds									
	Accumulated Funds $	Main Programme Reserves $	LOSS Fund $	Care Text Fund $	Be A Samaritan Fund $	Anthony Yeo Memorial Fund $	V Sellapan Family Fund $	Healing Bridge Fund $	Other restricted fund $	Total Restricted Funds $	Total Fund $
2025											
Opening balance at 1 April 2024	3,581,486	3,777,149	1,073,836	110,479	-	63,791	117,809	16,193	460,490	5,619,747	9,201,233
Fund transfer	(226,668)	-	-	226,668	-	-	-	-	-	226,668	-
Surplus/(Deficit) for the financial year	1,713,848	(516,498)	(199,798)	(337,147)	99,616	(2,780)	(12,105)	(3,454)	(316,828)	(1,288,994)	424,854
Closing balance at 31 March 2025	5,068,666	3,260,651	874,038	-	99,616	61,011	105,704	12,739	143,662	4,557,421	9,626,087
2024											
Opening balance at 1 April 2023	2,760,217	3,935,703	1,168,141	231,033	252,271	74,870	128,120	23,771	695,430	6,509,339	9,269,556
Fund transfer	(54,924)	-	-	-	54,924	-	-	-	-	54,924	-
Surplus/(Deficit) for the financial year	876,193	(158,554)	(94,305)	(120,554)	(307,195)	(11,079)	(10,311)	(7,578)	(234,940)	(944,516)	(68,323)
Closing balance at 31 March 2024	3,581,486	3,777,149	1,073,836	110,479	-	63,791	117,809	16,193	460,490	5,619,747	9,201,233

The accompanying notes form an integral part of these financial statements.

SAMARITANS OF SINGAPORE LIMITED

STATEMENT OF CASH FLOWS
For the financial year ended 31 March 2025

	Note	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Cash flows from operating activities			
Surplus/(Deficit) for the financial year		424,854	(68,323)
Adjustments for:			
Interest income		(269,140)	(252,869)
Depreciation of plant and equipment	13	263,675	267,160
Loss on write-off of plant and equipment		185,301	-
Depreciation of right-of-use assets	14	43,322	54,299
Amortisation of deferred capital grant	20	(22,342)	(5,275)
Interest expense on lease liabilities	11	2,918	1,502
Gain on write-off of right-of use assets		(406)	-
Surplus/(deficit) before working capital changes		628,182	(3,506)
Changes in working capital:			
Increase in trade and other receivables		(384,687)	(157,607)
Decrease/(Increase) in deposits and prepayments		64,087	(62,524)
Increase/(Decrease) in contract liabilities		-	(3,750)
Increase in trade and other payables		646,585	210,048
Increase in deferred income		116,498	369,883
Increase in deferred capital grants		3,527	132,733
Net cash flows generated from operating activities		1,074,192	485,277
Cash flows from investing activities			
Purchase of plant and equipment		(125,378)	(147,108)
Interest received		269,140	252,869
Net cash flows generated from investing activities		143,762	105,761
Cash flows from financing activities			
Payment of principal portion of lease liabilities		(35,546)	(48,048)
Payment of interest expense on lease liabilities		(2,918)	(1,502)
Pledged fixed deposit		-	(10,000)
Net cash flows used in financing activities		(38,464)	(59,550)
Net increase in cash and cash equivalents		1,179,490	531,488
Cash and cash equivalents at beginning of financial year		8,953,108	8,421,620
Cash and cash equivalents at end of financial year	17	10,132,598	8,953,108
Net cash flows			
Net cash flows generated from operating activities		1,074,192	485,277
Net cash flows generated from investing activities		143,762	105,761
Net cash flows used in financing activities		(38,464)	(59,550)

The accompanying notes form an integral part of these financial statements.

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1 GENERAL INFORMATION

Samaritans of Singapore Limited (the "Company") (Registration No. 202245684D) is incorporated in Singapore on 23 December 2022. During the financial period from 23 December 2022 (date of incorporation) to 31 March 2023, the Company was dormant. On 1 April 2023, the Company took over the operations, together with all the assets and liabilities of Samaritans of Singapore (the "Society") (UEN: S69SS047D).

The Company's principal place of business and registered office located at 10 Cantonment Close, #01-01 Cantonment Towers, Singapore 080010. The Company is registered as a Charity on 14 February 2023 under the Charities Act and Regulations and was granted the status of an Institution of Public Character ("IPC") on 2 March 2023. The IPC status was renewed during the financial year and is valid until 1 March 2027.

The Company has a vision "*to be the premier organisation in suicide prevention*", and its mission is "*to be an available lifeline to anyone in crisis*". Through a range of comprehensive services, the Company is committed to providing confidential emotional support to those who are in crisis, thinking of suicide, or affected by suicide.

To achieve its mission and vision, the Company has grown from solely operating a 24-hour hotline to a nationally recognised Social Service Agency (SSA) offering an integrated suite of services aimed at suicide prevention, intervention and postvention across Singapore. These services include 24-hour helplines through a hotline, text messaging and email platforms, specialist counselling, crisis intervention, case consultations, professional and community training and education, support group programmes and community outreach initiatives.

The Company is limited by guarantee and does not have a share capital. Each member undertakes to contribute a sum not exceeding SGD1 to the assets of the Company in the event of the Company is wound up, such amount may be required for payment of the liabilities of the Company. The Constitution of the Company restricts the use of fund monies to the furtherance of the objects of the Company and prohibits the payment of dividends to members.

The Company had 4 (2024: 4) members at the end of the reporting year.

The financial statements of the Company for the financial year ended 31 March 2025 were approved and authorised for issue in accordance with a resolution by the directors as at the date of Directors' Statement.

2 MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The financial statements have been prepared in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act, Cap. 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("SFRSs"). The financial statements have been prepared in accordance with the historical cost basis except as disclosed, where appropriate, in the accounting policies below.

The financial statements are presented in Singapore Dollar ("$") which is the Company's functional and presentation currency. All financial information presented in Singapore Dollars has been rounded to the nearest dollar, unless otherwise indicated.

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Company has adopted all the new and amended standards which are relevant to the Company and are effective for annual financial periods beginning on or after 1 April 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Company.

2.3 Standards issued but not yet effective

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these financial statements.

Description	Effective for annual periods beginning on or after
Amendments to FRS 21 *The Effects of Changes in Foreign Exchange Rates:* Lack of Exchangeability	1 January 2025
Amendments to FRS 109 *Financial Instruments* and FRS 107 *Financial Instruments: Disclosures:* Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual improvement to FRSs Volume 11	1 January 2026
FRS 118 *Presentation and Disclosure in Financial Statements*	1 January 2027
FRS 119: *Subsidiaries without Public Accountability: Disclosures*	1 January 2027
Amendments to FRS110 *Consolidated Financial Statements* and FRS 28 *Investments in Associates and Joint Ventures:* Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

The directors expect that the adoption of these new and amended standards will have no material impact on the financial statements in the year of initial application.

2.4 Income

Income is measured based on the consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Income is recognised when the Company satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of income recognised is the amount allocated to the satisfied performance obligation.

(i) Rendering of Services

Income generated from social activities and training programmes are recognised when the services have been performed and rendered.

(ii) Donation

General donations are recognised at a point in time when the receipts are obtained and under the control of the Company.

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.4 Income (Continued)

(iii) Sponsorship and Donations-in-Kind

Non-monetary sponsorship and donations-in-kind are recognised when the fair value of the assets received can be reasonably ascertained.

(iv) Events Income

Income from special events are recognised when the event takes place.

(v) Grant and Subsidy

Grant and subsidy from Government and other Companies are recognised at a point in time when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to the statement of financial activities over the expected useful life of the relevant asset by equal annual instalments. Grant and subsidy, that becomes receivable as compensation for expenses or losses already incurred, is recognised as income in income and expenditure in the period in which it becomes receivables.

Grant and/or subsidy as deferred capital grants is recognised in income and expenditure on a systematic basis over the useful life of the asset.

(vi) Interest income

Interest income is recognised on an accrual basis.

(vii) Fund Raising Projects

Income from fund raising projects are recognised as and when received. If income is received for a specific fund-raising project and the project has not yet occurred, the income received will be deferred as a liability until the project has been conducted.

2.5 Resources Expended and Basis of Allocation Costs

All expenditure is accounted for on an accrual basis and has been classified under headings that aggregate all costs related to that activity. Cost comprises direct expenditure including direct staff costs attributable to the activity. Where costs cannot be wholly attributable to an activity, they have been apportioned on a basis consistent with the use of resources.

Where appropriate, expenditures that are specifically identifiable to each cost classification are allocated directly to the type of costs incurred. Where apportionment between each costs classification is necessary, the following apportionment bases are applied:

- Usage;
- Head count, i.e. on the number of people employed within an activity; and
- Estimated of time spent

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.5 Resources Expended and Basis of Allocation Costs (Continued)

Support Costs

Support costs comprise of manpower expenses of corporate function staff whose work is not directly attributable to specific key services or programmes are initially recorded in a designated cost centre under Unrestricted Funds. These costs are then allocated to the respective services or programmes supported, based on staff headcount and estimated time spent.

2.6 Employee benefits

(a) Defined contribution plans

Contributions to defined contribution retirement benefit plans are recorded as an expense as they fall due. Contributions made to government managed retirement benefit plan such as the Central Provident Fund ("CPF") which specifies the employer's obligations are dealt with as defined contribution retirement benefit plans.

(b) Employee Leave Entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for leave as a result of services rendered by employees up to the statement of financial position.

2.7 Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

The Company applies a single recognition and measurement approach for all leases, except for short term leases and leases of low-value assets. The Company recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

(i) Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

		Useful life
Leasehold building	-	3 to 6 years
Office equipment	-	5 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment.

The Company's right-of-use assets are presented within Note 14 to the financial statements.

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.7 Leases (Continued)

As a lessee (Continued)

(ii) Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Company's lease liabilities are disclosed in Note 14 to the financial statements.

(iii) Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

2.8 Plant and equipment

All items of plant and equipment are initially recorded at cost. Subsequent to recognition, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost of plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the plant and equipment.

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.8 Plant and equipment (Continued)

Depreciation is calculated on the straight-line method to write off the cost of the assets over their estimated useful lives. The estimated useful lives have been taken as follows:

		Useful life
Computer (hardware & software)	-	3 to 5 years
Furniture and fittings	-	5 years
Office equipment	-	3 to 5 years
Renovation	-	6 years

The residual values estimated useful lives and depreciation method are reviewed, and adjusted as appropriate, at the end of each reporting period.

An item of plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in statement of financial activities in the year the asset is derecognised.

2.9 Impairment of Non-Financial Assets

The Company assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment assessment for an asset is required, the Company makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent to those from other assets. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in the statement of financial activities.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss be recognised previously. Such reversal is recognised in the statement of financial activities.

2.10 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in statement of financial activities.

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.10 Financial instruments (Continued)

(a) Financial assets (Continued)

Initial recognition and measurement (Continued)

Trade receivables are measured at the amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income ("FVOCI") and FVPL. The Company only has debt instruments at amortised cost.

Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost less impairment. Gains and losses are recognised in statement of financial activities when the assets are derecognised or impaired, and through the amortisation process.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in statement of financial activities.

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. The Company determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVPL, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost. Gains and losses are recognised in statement of financial activities when the liabilities are derecognised, and through the amortisation process.

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.10 Financial instruments (Continued)

(b) Financial liabilities (Continued)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in statement of financial activities.

2.11 Impairment of financial assets

The Company recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-month (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors' ability to pay.

2.12 Cash and cash equivalents

This includes cash and bank balances and fixed deposits which are subject to an insignificant risk of changes in value.

2.13 Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability.

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.14 Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds and are in contrast with unrestricted funds over which management retains full control use in achieving any of its institutional purposes.

An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense unless impractical to do so.

3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of income, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 Judgements made in applying accounting policies

Management is of the opinion that there are no significant judgements made in applying accounting estimates and policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Useful lives of plant and equipment

Plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these plant and equipment to be within 3 to 6 years. The carrying amount of the Company's plant and equipment at 31 March 2025 are disclosed in Note 13 to the financial statements. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

4 RELATED PARTY DISCLOSURES

A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

4 RELATED PARTY DISCLOSURES (Continued)

A related party includes the members of the Board of Directors, members of committees and key management of the Company. It also includes entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family or any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significantly voting power in such entity resides with, directly or indirectly any such individual.

All members, Directors, members of committees and staff members of the Company are required to make declaration and full disclosure of interests and relationships that could potentially result in a conflict of interests. When a conflict of interest situation arises, the members of staff shall abstain from participating in the discussion, decision making and voting on the matter.

The Board of Directors and committee members are volunteers and receive no monetary remuneration for their contributions, except for reimbursement of out-of-pocket expenses, if claimed.

4.1 Related party transactions

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Donations (i)	44,432	23,604
Trainer and Facilitator fee (ii)	17,730	14,105

i) Donations received from Board of Directors, committee members and key management personnel of the Company.

ii) Fee paid and/or payable to committee members who conducted training or facilitation sessions for the Company. These engagements were conducted at rates consistent with those paid to external parties for similar services.

As at 31 March 2025, there were no loans (2024: NIL) made to any staff, Board of Directors, or any other related parties.

4.2 Key management compensation

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Salaries and short-term employee benefits	1,167,058	1,051,390
Number of key management personnel	10	6

Included in the number of key management personnel are 3 individuals (2024: NIL) who resigned during the financial year.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly. The Chief Executive Officer and senior management team are considered key management personnel of the Company.

None of the key management personnel serve on the Board of Directors of the Company.

There are no paid staff who are a close member of the family of the Chief Executive Officer or any Board of Directors.

4 RELATED PARTY DISCLOSURES (Continued)

4.2 Key management compensation (Continued)

The annual remuneration (comprise of basic salary, bonuses, allowances and employer's contributions to Central Provident Fund) of the top 3 highest paid staff of the Company classified by remuneration bands are as follows:

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Remuneration bands		
$300,001 to $400,000	1	1
$200,001 to $300,000	-	-
$100,001 to $200,000	2	2

5 TAX-EXEMPT RECEIPTS

The Company is an approved Institution of a Public Character ("IPC") and is authorised to issue tax-deductible receipts. Qualified donors are eligible for a 250% tax deduction for donations made to the Company.

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Tax-exempt receipts issued for donations collected	1,575,269	663,473

6 OTHER GRANTS

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
AI-Care (Note 19(b))	17,939	-
CAMS Training (Note 19(b))	111,862	65,653
Career Conversion Programme	36,920	-
Charities Capability Fund (Note 19(b))	14,142	-
Enhanced fund-raising grant	629,109	394,684
NYC Grant	50,000	50,000
Tech-and-Go!	11,991	1,272
TMT-Listen2me	-	20,000
Training grant	29,733	22,977
Others	508	5,734
	902,204	560,320

7 DONATIONS AND SPONSORSHIPS

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
General donations	253,104	315,651
Donations & income from fund raising events	1,718,626	565,515
	1,971,730	881,166
Sponsorship/Donations-in-kind (Note 8)	312,589	225,375
	2,284,319	1,106,541
Fund-raising and related expenses	245,134	153,509
Fund-raising efficiency ratio	12%	17%

There are no fund-raising appeals with gross receipts of more than $1 million during the financial year ended 31 March 2025 and 31 March 2024.

8 SPONSORSHIP/DONATIONS-IN-KIND

The sponsorships and donations-in-kind recognised in the Company's statement of financial activities relate to the following events held during the financial years:

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
World Suicide Prevention Day Event	173,550	83,500
Bukit Merah Office – Rental support	116,510	-
55th Anniversary Charity Gala Dinner	14,529	-
Sonder: Unravelling Complexities of Suicide	8,000	-
Spark the Change Fest	-	137,460
55th Anniversary Annual Luncheon	-	4,415
	312,589	225,375

Bukit Merah office – Rental Support
The Company relocated its office from Ubi to Bukit Merah on 1 November 2024. The office space at Bukit Merah was provided rent-free by Singapore Pools (Private) Ltd for a period of 5 months, in support of the Company's ongoing work in suicide prevention, advocacy, and counselling. A formal lease agreement was subsequently entered into with Singapore Pools (Private) Ltd for a period of two years, commencing 1 April 2025, at a nominal rental of $1 for the entire lease period.

The estimated fair value of the sponsored rental support (including rent and related charges) recognised in the financial statements for the financial year ended 31 March 2025 amounted to $116,510 (2024: NIL). This amount has been recognised as donation-in-kind income, with a corresponding premises expense in the Statement of Financial Activities.

9 WAGE CREDIT INCOME

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Wage Credit Scheme	45,519	-
Others	1,728	1,803
	47,247	1,803

10 MANPOWER EXPENSES

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Salaries	4,193,037	3,793,913
Bonuses	1,458,842	834,462
Employer's contribution to CPF	795,775	632,506
Foreign worker levy	13,200	12,990
Other staff benefit expenses	138,229	117,584
Staff training	129,231	112,170
	6,728,314	5,503,625

		Restricted Funds				
	Unrestricted Fund $	Main Programme Reserves $	LOSS Fund $	CareText Fund $	Other restricted funds $	Total $
1 April 2024 to 31 March 2025						
Salaries	1,139,089	1,936,637	154,784	738,001	224,526	4,193,037
Bonuses	343,773	742,429	68,297	233,368	70,975	1,458,842
Employers' contribution to CPF	172,355	374,864	35,794	169,968	42,794	795,775
Foreign worker levy	10,037	-	-	-	3,163	13,200
Other staff benefit expenses	5,203	79,701	3,249	49,353	723	138,229
Staff training	9,589	98,875	4,972	11,443	4,352	129,231
	1,680,046	3,232,506	267,096	1,202,133	346,533	6,728,314

		Restricted Funds				
	Unrestricted Fund $	Main Programme Reserves $	LOSS Fund $	CareText Fund $	Other restricted funds $	Total $
23 December 2022 to 31 March 2024						
Salaries	937,833	1,914,098	121,601	533,009	287,372	3,793,913
Bonuses	213,066	441,561	31,103	84,653	64,079	834,462
Employers' contribution to CPF	142,804	317,287	23,595	107,768	41,052	632,506
Foreign worker levy	6,100	-	-	450	6,440	12,990
Other staff benefit expenses	13,468	66,867	3,222	24,035	9,992	117,584
Staff training	4,170	80,612	5,811	8,457	13,120	112,170
	1,317,441	2,820,425	185,332	758,372	422,055	5,503,625

11 FINANCE COSTS

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Interest expense on lease liabilities (Note 14)	2,918	1,502

12 INCOME TAX

The Charity is a registered charity under the Charities Act, Cap. 37 and is exempted from income tax under Section 13(I) of the Income Tax Act.

13 PLANT AND EQUIPMENT

	Computer $	Furniture and fittings $	Office equipment $	Renovation $	Total $
Cost					
At 23 December 2022	-	-	-	-	-
Transfer from the Society on 1 April 2023	493,914	51,218	306,960	748,634	1,600,726
Additions	147,108	-	-	-	147,108
Written-off	-	(6,963)	(20,365)	-	(27,328)
At 31 March 2024	641,022	44,255	286,595	748,634	1,720,506
Additions	62,755	47,363	15,260	-	125,378
Written-off	-	(1,460)	(3,318)	(340,322)	(345,100)
At 31 March 2025	703,777	90,158	298,537	408,312	1,500,784
Accumulated depreciation					
At 23 December 2022	-	-	-	-	-
Transfer from the Society on 1 April 2023	210,221	44,342	248,447	162,580	665,590
Charge for the financial year	125,163	2,322	14,903	124,772	267,160
Written-off	-	(6,963)	(20,365)	-	(27,328)
At 31 March 2024	335,384	39,701	242,985	287,352	905,422
Charge for the financial year	140,236	5,516	16,785	101,138	263,675
Written-off	-	(1,447)	(2,372)	(155,980)	(159,799)
At 31 March 2025	475,620	43,770	257,398	232,510	1,009,298
Net carrying amount					
At 31 March 2024	305,638	4,554	43,610	461,282	815,084
At 31 March 2025	228,157	46,388	41,139	175,802	491,486

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14 LEASES

The Company as a lessee

The Company has lease contracts for office space and office equipment. The Company's obligations under these leases are secured by the lessor's title to the leased assets. The Company is restricted from assigning and subleasing the leased assets.

The Company also has certain leases of equipment with low value and lease terms of 12 months or less. The Company applies the "short-term lease" and "lease of low-value assets" recognition exemptions for these leases.

(a) Carrying amounts of right-of-use assets

	Leasehold building	Office equipment	Total
	$	$	$
Cost			
At 23 December 2022	-	-	-
Transfer from the Society on 1 April 2023	172,332	25,946	198,278
Additions	-	-	-
At 31 March 2024	172,332	25,946	198,278
Additions	47,633	-	47,633
Written-off	(122,332)	-	(122,332)
At 31 March 2025	97,633	25,946	123,579
Accumulated depreciation			
At 23 December 2022	-	-	-
Transfer from the Society on 1 April 2023	68,840	11,771	80,611
Charge for the financial year	49,110	5,189	54,299
At 31 March 2024	117,950	16,960	134,910
Written-off	(106,134)	-	(106,134)
Charge for the financial year	38,389	4,933	43,322
At 31 March 2025	50,205	21,893	72,098
Net carrying amount			
At 31 March 2024	54,382	8,986	63,368
At 31 March 2025	47,428	4,053	51,481

(b) Lease Liabilities

	2025	2024
	$	$
Current liabilities	18,452	29,260
Non-current liabilities	10,501	4,210
	28,953	33,470

The maturity analysis of lease liabilities is disclosed in Note 25.

Lease liabilities are denominated in Singapore Dollar.

14 LEASES (Continued)

(b) Lease Liabilities (Continued)

A reconciliation of liabilities arising from the Company's financing activities are as follows:

					Non-cash changes		
	1 April 2024	Cash flows	Addition	Written-off	Accretion of interest	Others	31 March 2025
	$	$	$	$	$	$	$
2025							
- Current	29,260	(38,464)	47,633	(16,604)	2,918	(6,291)	18,452
- Non-current	4,210	-	-	-	-	6,291	10,501
	33,470	(38,464)	47,633	(16,604)	2,918	-	28,953

					Non-cash changes		
	23 December 2022	Cash flows	Addition	Written-off	Accretion of interest	Others	31 March 2024
	$	$	$	$	$	$	$
2024							
- Current	48,048	(49,550)	-	-	1,502	29,260	29,260
- Non-current	33,470	-	-	-	-	(29,260)	4,210
	81,518	(49,550)	-	-	1,502	-	33,470

(c) Amounts recognised in statement of financial activities

	1 April 2024 to 31 March 2025	23 December 2022 to 31 March 2024
	$	$
Depreciation expense of right-of-use assets	43,322	54,299
Interest expense on lease liabilities (Note 11)	2,918	1,502
Gain on disposal of right-of-use assets	(406)	-
	45,834	55,801

(d) Total cash flows

The Company had total cash outflows for lease of $38,464 (2024: $49,550).

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15 TRADE AND OTHER RECEIVABLES

	2025 $	2024 $
Trade receivables		
Outside parties (a)	64,080	7,540
Other receivables		
Grant receivables (b)	455,881	115,169
Interest receivables	62,262	108,560
Other receivables	60,468	26,735
	578,611	250,464
Total trade and other receivables	642,691	258,004
Add: Deposits (Note 16)	8,556	8,856
Add: Cash and cash equivalents (Note 17)	10,152,598	8,973,108
Total financial assets at amortised cost	10,803,845	9,239,968

(a) Trade receivables are non-interest bearing and are generally ranging from 7 to 30 days credit terms.

(b) Included in grants receivables are dollar-for-dollar matching grant under Enhanced Fund Raising Programme, programme-specific grants, asset-related grants, training support grants and other grant receivables.

Loss allowance for trade and other receivables has been measured at 12-month expected credit loss (ECL) as the amounts mainly consist of receivables from Ministry or Government related organisations which are backed by the Government of Singapore, and for which the management has assessed these counterparties to be creditworthy with low credit risk and have low risk of default.

No impairment allowance was made for the trade and other receivables as these amounts are due from Ministry or Government related organisations and the management considers the probability of default and the loss upon default to be minimal after assessing for considerations such as financial background, creditability, historical credit loss experience and any relevant forward-looking information, including but not limited to changes in economic environment. The management has evaluated that there is no significant change in credit quality and the amounts are still considered recoverable and the receivables are not past due as at the end of the reporting period.

Trade and other receivables are denominated in Singapore Dollar.

16 DEPOSITS AND PREPAYMENTS

	2025 $	2024 $
Prepayments	20,327	84,114
Deposits	8,556	8,856
	28,883	92,970

Deposits and prepayments are denominated in Singapore Dollar.

17 CASH AND CASH EQUIVALENTS

	2025 $	2024 $
Cash at banks	307,598	123,108
Fixed deposits (a)	9,845,000	8,850,000
	10,152,598	8,973,108
Less: Fixed deposit pledged (b)	(20,000)	(20,000)
Cash and cash equivalents as per statement of cash flows	10,132,598	8,953,108

(a) Fixed deposits placed with banks and financial institutions bear interest at rates ranging from 1.38% to 3.00% (2024: 2.20% to 3.60%) per annum and will mature within 1 to 12 months (2024: within 1 month to 12 months) from the financial year end.

(b) Fixed deposit pledged as security for corporate credit card facilities granted by a bank to the Company.

Cash and cash equivalents are denominated in Singapore Dollar.

18 TRADE AND OTHER PAYABLES

	2025 $	2024 $
Trade payables		
Outside parties	218,290	20,750
Other payables		
Accrued operating expenses	839,785	395,860
Others	9,000	3,880
	848,785	399,740
Total trade and other payables	1,067,075	420,490
Add: Lease liabilities (Note 14)	28,953	33,470
Total financial liabilities carried at amortised cost	1,096,028	453,960

Trade payables are non-interest bearing. They are measured at their original invoice amounts which represent their fair value on initial recognition.

Trade and other payables are denominated in Singapore Dollar.

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19 DEFERRED INCOME

	2025 $	2024 $
Deferred donation (a)	-	216,789
Grants received in advance (b)	386,381	153,094
Advance receipt for training fee (c)	100,000	-
	486,381	369,833

(a) Deferred donation consist of donations received for events to be held in the next financial year.

(b) Movements of grants received in advance is as follows:

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Balance at the beginning of the financial period	153,094	-
Received during the year		
Be a Samaritan	179,466	360,353
CAMS	124,718	109,020
Tech-and-Go!	23,523	8,703
Charities Capability Fund	15,696	-
AI-Care Project	326,680	-
Utilised during the year		
Be a Samaritan	(276,395)	(155,324)
CAMS (Note 6)	(111,862)	(65,653)
Tech-and-Go!	(11,091)	(1,272)
Charities Capability Fund (Note 6)	(14,142)	-
AI-Care Project (Note 6)	(17,939)	-
Transferred to Deferred capital grant		
Be a Samaritan (Note 20)	(5,367)	(102,733)
Balance at the end of the financial period	386,381	153,094

(c) During the financial year, the Company received an advance payment of $100,000 (2024: NIL) to establish the "Dr Mary Chin Education Fund". The Fund is intended to support suicide prevention training for individuals from Rotary Inter-Country Committee Asean ("RICCA") Member States. The training programme has not commenced as at the end of the reporting period.

Deferred income is denominated in Singapore Dollar.

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20 DEFERRED CAPITAL GRANT

	2025 $	2024 $
Balance at the beginning of the financial period	127,458	-
Received/receivable during the period	(1,840)	30,000
Transferred from grants received in advance (Note 19)	5,367	102,733
Amortisation for the period	(22,342)	(5,275)
Balance at the end of the financial period	108,643	127,458

Deferred capital grant related to the purchase of plant and equipment from the funds received and this is subject to the terms and conditions as prescribed in the respective funding agreements.

Deferred capital grant is denominated in Singapore Dollar.

21 UNRESTRICTED FUNDS – ACCUMULATED FUNDS

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Balance at the beginning of the financial period	3,581,486	2,760,217
Add: Income		
Other grants	655,750	404,938
Donations and sponsorship	1,965,819	1,078,141
Training income	312,789	158,623
Interest income	269,140	252,869
Wage credit income	47,247	1,803
Amortisation of deferred capital grants	3,520	1,173
Other income	5,771	3,711
	3,260,036	1,901,258
Less: Expenditure		
Manpower expenses	(1,680,046)	(1,317,441)
Volunteer expenses	(1,323)	(4,743)
Professional expenses	(45,571)	(43,590)
Premises expense	(117,771)	(7,792)
IT and equipment expense	(11,175)	(767)
Communication expense	(7,340)	(3,791)
Training expense	(50,666)	(9,253)
Publicity and education expense	(178,245)	(88,192)
Fund raising and related expenses	(245,134)	(153,509)
Sponsorship-in-kind	(21,322)	(128,785)
Administrative expenses	(6,835)	(15,903)
Support costs (Note 24)	914,818	783,230
Depreciation of plant and equipment	(29,676)	(22,163)
Depreciation of right-of-use assets	(17,647)	(12,240)
Loss on write-off of plant and equipment	(46,057)	-
Gain on write-off of right-of-use assets	406	-
Finance costs	(2,604)	(126)
	(1,546,188)	(1,025,065)
Surplus for the year	1,713,848	876,193
Less: Fund transfer (Note 22)	(226,668)	(54,924)
Balance at end of the financial period	5,068,666	3,581,486

22 RESTRICTED FUNDS

	Main Programme Reserves (i) $	LOSS Fund (ii) $	CareText Fund (iii) $	Be A Samaritan Fund (iv) $	Anthony Yeo Memorial Fund (v) $	V Sellapan Family Fund (vi) $	Healing Bridge Fund (vii) $	Other restricted funds (Note22.1) $	**Total** $
2025									
Balance at 1 April 2024	3,777,149	1,073,836	110,479	-	63,791	117,809	16,193	460,490	5,619,747
Income									
Funding									
- NCSS- ComChest	3,532,929	112,577	746,600	-	-	-	-	-	4,392,106
- TBSSF	-	37,525	248,867	-	-	-	-	-	286,392
- Tote Board	-	-	-	442,602	-	-	-	-	442,602
Other grants	29,733	-	86,920	-	-	-	-	129,801	246,454
Donations and sponsorship	30,000	1,000	187,500	100,000	-	-	-	-	318,500
Training income	-	-	-	50,135	-	-	-	-	50,135
Amortisation of capital grant	-	-	-	18,822	-	-	-	-	18,822
Other income	10,593	40	25,548	2,520	-	-	-	-	38,701
	3,603,255	151,142	1,295,435	614,079	-	-	-	129,801	5,793,712
Expenditure									
Manpower expenses	(3,232,506)	(267,096)	(1,202,133)	(282,637)	(2,780)	-	-	(61,116)	(5,048,268)
Volunteer expenses	(53,686)	(1,689)	(7,908)	(2,884)	-	-	(808)	-	(66,975)
Professional expenses	(14,879)	(1,133)	(9,272)	(2,188)	-	-	-	(100)	(27,572)
Premises expense	(68,537)	(5,221)	(36,854)	(10,878)	-	-	-	-	(121,490)
IT and equipment expense	(88,030)	(1,974)	(57,294)	(44,872)	-	-	-	-	(192,170)
Communication expense	(17,461)	(439)	(3,037)	(1,287)	-	-	-	-	(22,224)
Training expenses	-	-	-	(51,655)	-	-	-	(111,862)	(163,517)
Publicity and education expenses	(20,479)	(14,475)	(11,054)	(2,976)	-	(12,105)	(879)	-	(61,968)
Administrative expenses	(37,505)	(2,580)	(16,544)	(6,039)	-	-	(1,767)	(37)	(64,472)
Support costs	(514,619)	(38,930)	(279,159)	(82,110)	-	-	-	-	(914,818)
Depreciation of plant and equipment	(57,625)	(16,294)	(1,555)	(24,242)	-	-	-	(134,283)	(233,999)
Depreciation of right-of-use assets	(14,243)	(1,095)	(7,674)	(2,663)	-	-	-	-	(25,675)
Loss on write-off of plant and equipment	(8)	(1)	(4)	-	-	-	-	(139,231)	(139,244)
Finance costs	(175)	(13)	(94)	(32)	-	-	-	-	(314)
Total expenditure	(4,119,753)	(350,940)	(1,632,582)	(514,463)	(2,780)	(12,105)	(3,454)	(446,629)	(7,082,706)
Surplus/(deficit)	(516,498)	(199,798)	(337,147)	99,616	(2,780)	(12,105)	(3,454)	(316,828)	(1,288,994)
Fund transfer (Note 21)	-	-	226,668	-	-	-	-	-	226,668
Balance at 31 March 2025	3,260,651	874,038	-	99,616	61,011	105,704	12,739	143,662	4,557,421

22 RESTRICTED FUNDS (Continued)

	Main Programme Reserves (i) $	LOSS Fund (ii) $	CareText Fund (iii) $	Be A Samaritan Fund (iv) $	Anhony Yeo Memorial Fund (v) $	V Sellapan Family Fund (vi) $	Healing Bridge Fund (vii) $	Other restricted funds (Note22.1) $	**Total** $
2024									
Balance at 23 December 2022	-	-	-	-	-	-	-	-	-
Transfer from the Society on 1 April 2023	3,935,703	1,168,141	231,033	252,271	74,870	128,120	23,771	695,430	6,509,339
Income									
Funding									
- NCSS- ComChest	3,508,031	-	-	-	-	-	-	-	3,508,031
- TBSSF	-	148,511	946,484	-	-	-	-	-	1,094,995
- Tote Board	-	-	-	155,324	-	-	-	-	155,324
Other grants	18,149	-	50,000	-	-	-	-	87,233	155,382
Donations and sponsorship	-	20,000	8,400	-	-	-	-	-	28,400
Training income	-	-	-	26,670	-	-	-	-	26,670
Amortisation of capital grant	-	-	-	4,102	-	-	-	-	4,102
Other income	13,934	500	2,392	-	-	-	-	-	16,826
	3,540,114	169,011	1,007,276	186,096	-	-	-	87,233	4,989,730
Expenditure									
Manpower expenses	(2,820,425)	(185,332)	(758,372)	(319,441)	(8,014)	-	-	(94,600)	(4,186,184)
Volunteer expenses	(62,785)	(340)	(12,341)	(1,930)	-	-	(2,230)	-	(79,626)
Professional expenses	(18,377)	(1,154)	(5,560)	(2,698)	(3,065)	-	(49)	(3,750)	(34,653)
Premises expense	(52,768)	(3,644)	(21,294)	(8,603)	-	-	-	-	(86,309)
IT and equipment expense	(96,376)	(1,598)	(86,392)	(4,779)	-	-	-	-	(189,145)
Communication expense	(17,975)	(432)	(3,077)	(1,193)	-	-	-	-	(22,677)
Training expenses	(870)	(87)	-	(27,738)	-	-	-	(65,869)	(94,564)
Publicity and education expenses	(57,471)	(12,641)	(11,397)	(10,172)	-	(10,138)	(3,784)	-	(105,603)
Administrative expenses	(37,063)	(2,787)	(12,939)	(8,781)	-	(173)	(1,515)	(565)	(63,823)
Support costs	(442,655)	(37,261)	(205,002)	(98,312)	-	-	-	-	(783,230)
Depreciation of plant and equipment	(65,868)	(16,141)	(383)	(5,216)	-	-	-	(157,389)	(244,997)
Depreciation of right-of-use assets	(25,205)	(1,839)	(10,725)	(4,290)	-	-	-	-	(42,059)
Loss on write-off of plant and equipment	-	-	-	-	-	-	-	-	-
Finance costs	(830)	(60)	(348)	(138)	-	-	-	-	(1,376)
Total expenditure	(3,698,668)	(263,316)	(1,127,830)	(493,291)	(11,079)	(10,311)	(7,578)	(322,173)	(5,934,246)
Surplus/(deficit)	(158,554)	(94,305)	(120,554)	(307,195)	(11,079)	(10,311)	(7,578)	(234,940)	(944,516)
Fund transfer (Note 21)	-	-	-	54,924	-	-	-	-	54,924
Balance at 31 March 2024	3,777,149	1,073,836	110,479	-	63,791	117,809	16,193	460,490	5,619,747

22 RESTRICTED FUNDS (Continued)

22.1 Other restricted funds

	Accumulated Fund-Research (viii) $	CAMS (ix) $	IT Fund (xi) $	Invictus Fund (xii) $	Office Relocation Fund (xiii) $	The Majurity Fund (xv) $	Training Centre Fund (xvi) $	President's Challenge 2020 (xviii) $	TMT L2Me Fund (xix) $	Al-Care (yy) $	**Total** $
2025											
Balance at 1 April 2024	43,314	-	51,025	6,931	85,743	44,445	101,254	127,778	-	-	460,490
Income											
Other grants	-	111,862	-	-	-	-	-	-	-	17,939	129,801
Total income	-	111,862	-	-	-	-	-	-	-	17,939	129,801
Expenditure											
Manpower expenses	(43,177)	-	-	-	-	-	-	-	-	(17,939)	(61,116)
Professional expenses	(100)	-	-	-	-	-	-	-	-	-	(100)
Training expenses	-	(111,862)	-	-	-	-	-	-	-	-	(111,862)
Administrative expenses	(37)	-	-	-	-	-	-	-	-	-	(37)
Depreciation of plant and equipment	-	-	(39,366)	(4,254)	(32,106)	(15,339)	(23,774)	(19,444)	-	-	(134,283)
Loss on write-off of plant and equipment	-	-	-	(247)	(698)	-	(29,952)	(108,334)	-	-	(139,231)
Total expenditure	(43,314)	(111,862)	(39,366)	(4,501)	(32,804)	(15,339)	(53,726)	(127,778)	-	(17,939)	(446,629)
Surplus/(deficit)	(43,314)	-	(39,366)	(4,501)	(32,804)	(15,339)	(53,726)	(127,778)	-	-	(316,828)
Balance at 31 March 2025	-	-	11,659	2,430	52,939	29,106	47,528	-	-	-	143,662

22 RESTRICTED FUNDS (Continued)

22.1 Other restricted funds (Continued)

	Accumulated Fund-Research (viii) $	CAMS (ix) $	IT Fund (xi) $	Invictus Fund (xii) $	Office Relocation Fund (xiii) $	The Majurity Fund (xv) $	Training Centre Fund (xvi) $	President's Challenge 2020 (xviii) $	TMT L2Me Fund (xix) $	AI-Care (yy) $	**Total** $
2024											
Balance at 23 December 2022	-	-	-	-	-	-	-	-	-	-	-
Transfer from the Society on 1 April 2023	111,326	-	85,988	20,843	117,970	59,785	128,868	161,111	9,539	-	695,430
Income											
Other grants	1,580	65,653	-	-	-	-	-	-	20,000	-	87,233
Total income	1,580	65,653	-	-	-	-	-	-	20,000	-	87,233
Expenditure											
Manpower expenses	(65,061)	-	-	-	-	-	-	-	(29,539)	-	(94,600)
Professional expenses	(3,750)	-	-	-	-	-	-	-	-	-	(3,750)
Training expenses	(216)	(65,653)	-	-	-	-	-	-	-	-	(65,869)
Administrative expenses	(565)	-	-	-	-	-	-	-	-	-	(565)
Depreciation of plant and equipment	-	-	(34,963)	(13,912)	(32,227)	(15,340)	(27,614)	(33,333)	-	-	(157,389)
Loss on write-off of plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	(69,592)	(65,653)	(34,963)	(13,912)	(32,227)	(15,340)	(27,614)	(33,333)	(29,539)	-	(322,173)
Surplus/(deficit)	(68,012)	-	(34,963)	(13,912)	(32,227)	(15,340)	(27,614)	(33,333)	(9,539)	-	(234,940)
Balance at 31 March 2024	43,314	-	51,025	6,931	85,743	44,445	101,254	127,778	-	-	460,490

22 RESTRICTED FUNDS (Continued)

22.2 Restricted Funds

(i) **Main Program Reserves**

This fund is restricted solely for the operations of the Company main programme, which refers to the Suicide Crisis Intervention Programme that provides confidential emotional support to individuals facing a crisis, thinking about suicide or affected by suicide. This programme aims to reduce the suicide risk for persons in distress, through the 24-hour hotline, face-to-face counselling, email support service and support groups.

(ii) **LOSS Fund**

LOSS (Local Outreach to Suicide Survivor) is a nationwide programme by the Company that provides emotional support and comfort to survivors in the aftermath of a suicide death and throughout their bereavement. Until 30 June 2024, this programme was co-funded by the Tote Board Social Service Fund ("TBSSF"). With effect from 1 July 2024, the funding source has changed from TBSSF to Community Chest ("ComChest") fund. The reserve balance for the programme primarily comprises surplus designated donations received in prior years.

(iii) **CareText Fund**

This fund is restricted solely for the operations of the Company 24-hour CareText service, a text-based platform service to provide an additional and alternative avenue for individuals seeking emotional support through text messaging. This programme was co-founded by Tote Board Social Service Fund ("TBSSF") from 1 October 2021. With effect from 1 July 2024, the funding source has transitioned from TBSSF to Community Chest ("ComChest") fund.

(iv) **Be A Samaritan Fund**

This fund is restricted for the operations of the Company's "Be A Samaritan" ("BAS") programme. This programme was established in April 2022 and is co-funded by Tote Board for a period of three years from 1 April 2022 to 31 March 2025. The purpose of this programme is to equip every individual in Singapore with the confidence, knowledge and skills to identify, engage and encourage distressed individuals to seek help and provide emotional support in an empathetic and professional manner. The Tote Board funding ceased on 31 March 2025.

(v) **Anthony Yeo Memorial Fund**

This fund was initiated by a $5,000 donation from the wife of the late Anthony Yeo in 2010 who was a former Chairman of the Society. The designated donations over the years have contributed to the growth of the fund which has been designated to support staff development needs.

(vi) **V Sellapan Family Fund**

This fund was initiated by a $150,000 donation in 2017 from the family of the late President S R Nathan for use in the World Suicide Prevention Day Campaign. This fund was named under his late father Mr. V Sellapan.

(vii) **Healing Bridge Fund**

This fund was established for the operations of the Healing Bridge Programme. Healing Bride is a suicide bereavement support group for those who have lost a loved one to suicide to receive support from other members.

22 RESTRICTED FUNDS (Continued)

22.2 Restricted Funds (Continued)

(viii) **Accumulated Fund – Research**

This fund was established from contributions by a local charity through major fund-raising projects in 2017, as well as a donation-in-kind from a donor-organised event. The fund was restricted for research studies aimed at understanding the underlying causes of suicide within the local context, with the objective of supporting the Company, policy makers or other agencies in developing more effective suicide prevention strategies. The fund was fully utilised during the current financial year.

(ix) **CAMS**

The fund is restricted solely for training the mental health practitioners in the community in suicide prevention using CAMS (Collaborative Assessment and Management of Suicidality) as a common modality. This is a three-year project, commencing from 1 January 2023 till 31 December 2025.

(xi) **IT Fund**

This fund was established for upgrading the telephone system and infrastructure. This fund has been fully utilised in the prior financial years. The depreciation charges of the IT purchased are charged to the fund over the estimated useful lives of the related assets.

(xii) **Invictus Fund**

This is a fund provided by the National Council of Social Services ("NCSS") to support Social Service Agencies ("SSAs") in maintaining service delivery and serving clients safely and effectively during the COVID-19 pandemic. The total approved grant was $100,000 and has been fully utilised on its intended and approved operating and capital expenditures in 2021. The operating expenditures have been directly charged to the fund in the year of incurrence while the depreciation charges of the assets purchased are charged to the fund over the estimated useful lives of the related assets.

(xiii) **Office Relocation Fund**

This fund was established for the purpose of future renovation and related capital costs to meet the expansion of services. The fund has been fully utilised in the prior financial years in financing the renovation works at the Cantonment office premises. The depreciation charges of the renovation cost are charged to the fund over the estimated useful lives of the renovated office premises.

(xv) **The Majurity Fund**

This is for the system integration project for the Company's 24-hour CareText platform, funded by The Majurity Trust Limited. The project was completed in the financial year ended 31 March 2023. The depreciation charges of the software purchased are charged to the fund over the estimated useful lives of the related assets.

22 RESTRICTED FUNDS (Continued)

22.2 Restricted Funds (Continued)

(xvi) **Training Centre Fund**

This fund was established from contributions by a local charity club through its major fund-raising projects in 2017. The purpose of this fund is for establishment of new training centre or its related purposes. The fund was fully utilised in the prior financial years to finance the renovation works of the training rooms at the Company's Cantonment and Ubi office premises. Depreciation charges on the capitalised renovation costs are charged to the fund over the estimated useful lives of the training rooms. Following the relocation of the office from Ubi to Bukit Merah, the remaining net book value of the renovation costs for training room at the Ubi premises was written off during the current financial year.

(xviii) **President's Challenge 2020**

This grant was awarded to support renovation works for the Company's new office premises to accommodate its expansion needs. The grant was fully utilised in the previous financial years to finance part of the renovation cost at the Ubi office premises. Depreciation charges on the capitalised renovation cost are charged to the fund over the estimated useful lives of the Ubi office premises. Following the relocation of the office from Ubi to Bukit Merah, the remaining net book value of the renovation costs was written off during the current financial year.

(xix) **TMT L2Me Fund**

This is a grant from The Majurity Trust was provided to fund the Listen2Me project. Listen2Me is the Company's text analysis project, aimed at studying the text data collected to support the continuing improvement of services delivery. This project was completed during the prior financial year ended 31 March 2024.

(yy) **AI-Care**

The grant supports the development of Artificial Intelligence ("AI")-enabled tools to enhance suicide prevention services. This includes a virtual assistant to provide timely and quality responses, a real-time risk triage system, a digital mentor for volunteer training, and a playbook on ethical AI integration for digital mental health to benefit the wider social service sector.

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23 RESERVE POLICY

The purpose of reserves is to provide long-term financial stability and ensure continued development of the Company's activities. The Company aims to maintain a reserve of 1.5 years of operating expenditure. The Board of Directors reviews the level of reserves periodically to ensure the adequacy of the reserves.

The Company's reserve position as at the financial years ended are as follow:

	2025 $	2024 $
Unrestricted Funds	5,068,666	3,581,486
Restricted Funds	4,557,421	5,619,747
Total Funds	9,626,087	9,201,233
Annual Operating Expenditure	8,628,894	6,959,311
Reserve Ratio	1.12	1.32

24 ALLOCATION OF SUPPORT COSTS

Support costs comprise manpower expenses of corporate function staff whose work is not directly attributable to specific key services or programmes. These functions include Strategic Development, Organisational Development & Human Resources, Corporate Finance & Compliance, IT & Technical Support, and support for the Executive Office.

All support costs are initially recorded under Unrestricted Funds and are subsequently allocated to the respective services or programmes that they support on a consistent and reasonable basis, using appropriate allocation methods such as staff headcount and estimated of time spent.

During the financial year, the support costs allocated to Restricted Funds are as follows:

	1 April 2024 to 31 March 2025 $	23 December 2022 to 31 March 2024 $
Main Programme Reserves	514,619	442,655
LOSS Fund	38,930	37,261
CareText Fund	279,159	205,002
Be A Samaritan Fund	82,110	98,312
	914,818	783,230

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25 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The main risks from the Company's financial instruments are liquidity risk, credit risk and cash flow and fair value of interest rate risk. The policies for managing each of these risks are summarised below.

Liquidity Risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as and when they fall due. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Company reviews its working capital requirements to assess the adequacy of cash and cash equivalents to finance the operations.

Analysis of Financial Instruments by Remaining Contractual Maturities

The table below summarises the maturity profile of the Company's financial assets and liabilities at the end of the reporting year based on contractual undiscounted repayment obligations.

	2025			2024		
	1 year or less $	1 to 5 years $	Total contractual cash flows $	1 year or less $	1 to 5 years $	Total contractual cash flows $
Financial assets						
Trade and other receivables	642,691	-	642,691	258,004	-	258,004
Deposits	8,556	-	8,556	8,856	-	8,856
Cash and cash equivalents	10,152,598	-	10,152,598	8,973,108	-	8,973,108
Total undiscounted financial assets	10,803,845	-	10,803,845	9,239,968	-	9,239,968
Financial liabilities						
Trade and other payables	1,067,075	-	1,067,075	420,490	-	420,490
Lease liabilities	18,452	10,501	28,953	29,260	4,210	33,470
Total undiscounted financial liabilities	1,085,527	10,501	1,096,028	449,750	4,210	453,960
Total net undiscounted financial assets/(liabilities)	9,718,318	(10,501)	9,707,817	8,790,218	(4,210)	8,786,008

Credit Risk

The Company has assessed that there is minimal credit risk as majority of the receivables are due from Ministry of Government related organisations, which are backed by the Government of Singapore. The Company has applied a 12-month expected credit loss ("ECL") to measure the loss allowance. The management has evaluated that these receivables are performing with low credit risk, as there has been no significant increase in the risk at default on these receivables since initial recognition, and the counterparties generally have a low risk of default and do not have any past due amounts.

25 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit Risk (Continued)

The ageing of trade receivables as at 31 March:

	2025 $	2024 $
Less than 30 days	57,980	7,040
31-60 days	6,100	-
Over 90 days	-	500
	64,080	7,540

As at the statement of financial position date, the Company does not have any trade receivables that are subject to ECLs.

The Company places its cash with creditworthy financial institutions. The credit risk on bank deposits is limited as the counterparties are financial institutions with high credit-ratings assigned by international credit-rating agencies and reputable corporations with a good credit history. Further details of credit risks on receivables are disclosed in Note 15 of the financial statements respectively.

26 FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The Company has no fair value measurement hierarchy recognised in the statement of financial position as at the end of the reporting period.

During the financial year, no amount (2024: NIL) has been recognised in statement of financial activities in relation to the change in fair value of financial assets or financial liabilities, estimated using a valuation technique.

Assets and liabilities not measured at fair value

(i) Cash and cash equivalents, other receivables and other payables

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

(ii) Trade receivables and trade payables

The carrying amounts of these balances approximate their fair values as they are subject to normal trade credit terms.

27 COMPARATIVE FIGURES

The financial statements of the Company cover the 12 months period from 1 April 2024 to 31 March 2025. The comparative figures for 31 March 2024 cover the period from 23 December 2022 (date of incorporation) to 31 March 2024. During the financial period from 23 December 2022 (date of incorporation) to 31 March 2023, the Company was dormant.

